CHANGE, GROW, LIVE

England & Wales · Charity number 1079327

Details

Other names	CRIME REDUCTION INITIATIVES, CRI
Status	Registered
Legal form	Charitable company
Company number	03861209
Registered	2000-02-10
Register	View on the Charity Commission register

Contact

Address	North Suite 1st Floor 1 Jubilee Street Brighton East Sus
Phone	01273677019
Email	south@cgl.org.uk
Website	www.changegrowlive.org

Activities

Objects: The objects of the Charity are, for the public benefit:3.1 the advancement of health or the saving of lives, and the prevention or relief of poverty among: 3.1.1 people who have been, or are, or are at risk of becoming: 3.1.1.1 affected by use of or dependent on drugs, alcohol or other substances; 3.1.1.2 homeless; 3.1.1.3 imprisoned; 3.1.2 young people; 3.1.3 such other people identified by the Trustees from time to time; 3.1.4 the families, carers and dependents of such persons; (“Beneficiaries”), in particular (but not exclusively) by providing information, advice, support, services, interventions and treatment;3.2 the advancement of education among: 3.2.1 Beneficiaries, and the relief of their unemployment, in particular (but not exclusively) by providing information, advice, support and services; and 3.2.2 the general public in relation to the experiences of Beneficiaries, in particular (but not exclusively) by conducting and promoting research, gathering and sharing data, and raising awareness;3.3 the promotion of such other charitable purposes as the Trustees see fit from time to time.Nothing in these Articles shall authorise an application of the property of the Charity for purposes which are not charitable in accordance with any statutory provision regarding the meaning of the word "charitable" or the words "charitable purposes" in force in any part of the United Kingdom.

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Activities: CGL provides a range of services to support individuals, families and communities whose lives are adversely affected by crime, substance misuse, homelessness, anti-social behaviour, domestic violence, social deprivation and lack of opportunity.The Charity works with challenging service users with complex needs, including those with entrenched drug habits and offending behaviour.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Children/young People, Other Defined Groups, The General Public/mankind

Geography

- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£339,714,761	£340,389,290	£43,275,709	5715
2024-03-31	£307,341,207	£309,540,110	£43,626,239	5314
2023-03-31	£284,264,901	£283,200,323	£45,934,444	4933
2022-03-31	£242,226,000	£238,680,000	£42,989,000	4380
2021-03-31	£220,126,000	£213,838,000	£37,796,000	4057

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Trustees

Name	Role	Appointed
Susan Ann Killen	Chair	2021-12-14
Angelene Singleton		2025-12-10
CAROLINE MARY SHULDHAM		2020-03-24
Craig Nicholas Denholm		2020-03-24
Deborah Ruth Rozansky		2021-12-14
Hamza Drabu		2024-09-18
Jonathan Paull-Harry		2024-09-18
Michael Vavakis		2023-12-13
Richard William Wilson		2022-09-21
Timothy Richard Sampey		2021-12-14
Victoria Steele		2025-12-10

Linked charities

- HAMPSHIRE ASSOCIATION FOR THE CARE AND RESETTLEMENT OF OFFENDERS (1079327-1)

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CHANGE, GROW, LIVE

England & Wales - Charity number 1079327

Accounts

Believe in people.

Change Grow Live
Annual Report 2025

Change
Grow
Live

Change Grow Live Registered Office: North Suite, First Floor, 1 Jubilee Street, Brighton BN1 1GE.
Registered Charity Number 1079327 (England and Wales) and SC039861 (Scotland).
Company Registration Number 3861209 (England and Wales).

Change Grow Live is a national charity dedicated to helping people overcome life's challenges and achieve their full potential.

Providing vital services across England and Scotland, our compassionate and skilled teams offer support to more than 200,000 people dealing with substance use, homelessness, and challenges within the criminal justice system, every year.

Our mission is to transform lives by providing services built on evidence and compassion, rooted in the communities we serve.

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Thank you

Thanks to the support and contributions of so many dedicated people, our work has continued to thrive this year.

We would especially like to thank:

The people who access our services, for being the reason we exist and for continuing to inspire us to believe in people.

The people who work and volunteer in our services, for making a real and lasting difference in people's lives, every single day.

Our commissioners, for supporting us to innovate and develop the way we work.

Our partners, for helping us to build the framework that will support people for years to come.

Making a difference: Our year in numbers

Our support and funding has made a positive impact on the lives of vulnerable people and communities over the past year.

215,122

people used our services last year. Our dedicated staff took each opportunity to help someone change the direction of their life.





196,978

hours were donated by our volunteers. They gave up their time to give others the support and inspiration needed to grow as individuals and live life to its full potential.

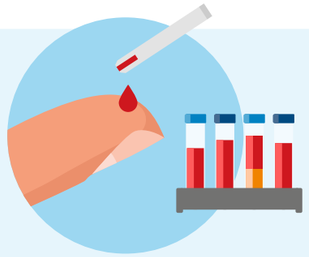
≠ 38%

of our services operated in the top third most deprived areas. This means that we work with some of the most marginalised people in society who have been disproportionately affected by health and social inequalities.

40,117

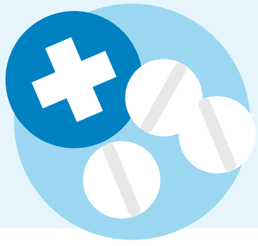


naloxone kits handed out. Naloxone temporarily reverses the effects of an opioid overdose and can save lives.



35,543

people were tested for hepatitis C. Hepatitis C disproportionately affects people receiving support from drug treatment services.



816

people started potentially lifesaving hepatitis C treatment.

10%

more under-18s accessed support through our services compared to last year.



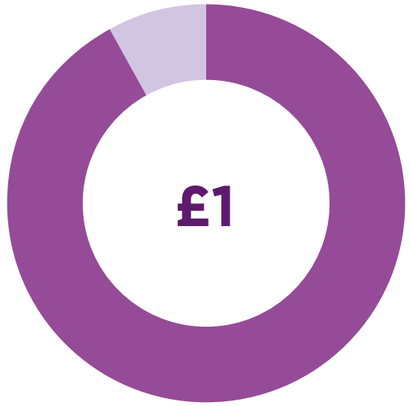
4%

more people accessed support through our prisons and community services compared to last year.

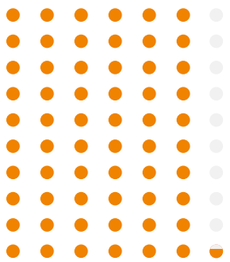


Financial highlights

When it comes to running our contracts and supporting our people, we want to make sure that every penny counts. We strive to deliver the most effective and efficient support to the people who need us.



92p of every pound is spent on frontline delivery
8p of every pound is spent on support services



Additional funding allowed us to support an extra

6,070
service users

Change Grow Live income 2024/25

Change Grow Live's total income in 2024/25 was £339.7 million, an increase of £32.4 million on the previous year. The increase was driven by the year 3 funding from the National Drug Strategy to support the sector.

The net deficit for 2024/25 was £0.7m, which was driven by our continual investment in improving our frontline services and the inflationary pressures increasing our expenditure.

Our expenditure 2024/25

Our expenditure in 2024/25 increased by £30.8 million to £340.4 million. The impact of UK inflation and cost-of-living pressures has increased our service costs and we are looking at ways to improve efficiency and effectiveness to alleviate this pressure. A number of key strategic projects commenced, with total spend of £2.0 million which was designated not only to help improve the experience of people who use our services but also to improve our efficiency.

We aim to spend as much of our revenue as possible on the people who use our services. Out of every £1 we are paid, we spend 92p on our frontline delivery and 8p on support functions that enable and deliver key activities for our frontline teams.



£339.7m
consolidated income in 2024/25

10.5%
increase in income on the previous year (£307.3m in 2023/24)

£340.4m
expenditure in 2024/25

£0.7m
net deficit for the year, in line with our strategic plan

Income	**2024/25** (£m)	2023/24 (£m)
Charitable activities – Health and social care services	**334.4**	301.6
Charitable activities – Training and education	**2.8**	2.8
Investment income	**1.5**	1.8
Donations	**0.1**	0.1
Other	**0.9**	1.0
Total	**339.7**	**307.3**

Expenditure	**2024/25** (£m)	2023/24 (£m)
Direct charitable activities – Health and social care services	**310.9**	282.5
Direct charitable activities – Training and education	**2.4**	2.3
Support costs of charitable activities	**27.1**	24.7
Total	**340.4**	**309.5**



A message from our Chief Executive, Mark Moody

This year has been one of change: globally, domestically, and here at Change Grow Live.

As the political and economic landscapes have shifted, so too have the challenges faced by the people who use our services. Inevitably, during difficult times, the ones who suffer most are those at the margins of society. Often ignored, sometimes scapegoated, they need our support now more than ever.

However, inflation continues to put pressure on local authorities and public services. Funding is under threat but the need for what we do hasn't gone away. If anything, it's even more pressing. This is why we've had to evolve.

Over the past 12 months, we have taken a long, honest look at ourselves and asked some difficult questions. Are we reaching everyone we should? Are we adapting fast enough to changing drug markets, housing insecurity and the needs of young people? Are we equipping our staff with the tools and systems they need to do their jobs well?

The result is our recently launched strategy for 2025-2030. Designed to respond to societal shifts and the changing needs of the people who use our services, we've built the strategy around a single aim: to help more people access support earlier.

Internally, there has been a fundamental structural change. We've restructured our organisation, moving from a regional model to a thematic one. This allows us to support the whole charity with the same number of senior leaders – increasing efficiency without increasing costs.

These improvements form a core part of our new strategy and I'd like to thank our staff members for embracing change and making the transition as smooth as possible.

We are also embracing technology, including artificial intelligence (AI). This is not to replace our teams, but to free up their time so they can focus on what matters most: helping people to move forward with their lives.

We've also had successes. This year, I'm pleased to share that we've reduced our gender pay gap and progressed towards addressing our ethnicity pay gap. Our senior team has become more diverse, better representing the people we serve and strengthening our equality, diversity and inclusion (EDI) commitment so as to not leave anybody out.

But it's important to recognise that our staff are having a hard time too. The cost-of-living crisis has affected everybody. That's why we must ensure that every bit of funding we receive is used to its maximum benefit, to support our own people as well as the people who use our services.

Because of the foundation we've put in place over the past year, we're in a unique position to lead, not only for ourselves, but as an example to others, too.

Everything we do is for our people and the people who use our services, and I'm overwhelmed by the stories in this report that highlight the dedication of our staff and volunteers and how they've helped more people than ever before over the past year.

To our commissioners, partners and policymakers, I believe this report is a testament to what's possible when we're supported and resourced to deliver at our best. There is no angle from which you can look at the work that we do and not see the value it provides to individuals, communities and society as a whole.

Finally, to our staff, volunteers and people who use our services, I'd like to say thank you. You inspire us every single day and remain the sole reason that this organisation exists.

> **Everything we do is for our people and the people who use our services.**



A message from Chair of Trustees, Sue Killen

For Change Grow Live, 2024/25 was a period of reflection.

As a Board, we worked closely with the Executive Leadership Team and the wider organisation to ask fundamental questions about who we are, what we're trying to do and how we can most effectively serve the communities who rely on us.

Aligning around our new mission – to transform lives by providing services built on evidence and compassion, rooted in the communities we serve – took time, care and a genuine commitment to listening. We emerged from this process with a strong, shared understanding that will guide us as we navigate an increasingly complex and pressured external environment.

Internally, we've made significant strides in strengthening our governance. Good governance is central to our ability to deliver maximum impact. This year, we implemented streamlined governance frameworks across the board, helping us to be a more effective organisation – one with high standards, the right checks and balances, that focuses on the right things, uses its resources correctly, and delivers on the ground where it matters most.

The Executive Leadership Team has also been reviewing its governance processes, ensuring alignment across all levels of leadership.

We've also seen evolution on the Board. This year, we said goodbye to some long-serving Trustees. I'd like to take this opportunity to extend my gratitude to Jean Daintith, Dr Jim Heptinstall and Elaine Hindal for their service and invaluable contributions over the past years. However, their departures have allowed us to welcome new Trustees with deep expertise in public-facing services and healthcare regulation – Jon Paull and Hamza Drabu. Their new perspectives will be essential as we look to modernise how we work and communicate with our beneficiaries, our partners and the public.

On the financial side, Change Grow Live has shown great resilience in an uncertain economic climate. As always, we've undertaken robust financial scenario planning and tight financial control to navigate legislative changes and public spending pressures. This not only helps us to manage the pressures in the short term but also provides us with a clearer view of the risks and opportunities ahead. Again, I'd like to recognise our Finance Team and Audit and Finance Committee for their diligence in helping us maintain stability during a challenging period.

But governance, finance and strategy are only meaningful if they lead to better experiences for the people we serve and our staff who support them. One thing I always find when visiting our frontline services is the increasing demand being placed on our teams. They're carrying heavier caseloads, while the expectations for personalised, responsive support are rising all the time. We must find ways to relieve this pressure, which is why we're constantly rethinking how we deliver our services.

By embedding consistent standards across our services and embracing technology even more, we will not only protect the wellbeing of our staff but also ensure we continue to deliver the best possible outcomes for the people who use our services.

Crucially, we also need to communicate better, both internally and externally. We have to be strong advocates for the communities we serve, using our scale and insight to influence policy and funding decisions. And within the organisation, we must ensure that cultural change, alignment and the successful implementation of our new strategy are underpinned by clear communication.

Looking ahead, I'm optimistic. This year, we've laid strong foundations for the future. There is alignment across the organisation about what needs to be done. Where we have challenges to face, everyone is moving in the same direction.

What we need now is the courage to act with clarity, the discipline to measure our impact, and the compassion to always place people at the centre of our work.

The Board remains committed to supporting the organisation in every way we can – as thoughtful challengers, strategic partners, and above all, as advocates for change that is grounded in real lives and real communities.

Our services

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Ali

Ali is the Marketing Lead for our smoking cessation service, SmokeFree Hull.

Our service provision

We provide support services in four interconnected core areas: drug and alcohol use; homelessness; criminal justice; and children and young people.

This means that while someone may come to us struggling with alcohol, we can also help them find housing and employment and be the best they can be.

We're not just helping people find somewhere to live. We're helping them connect to everything else they need to rebuild their lives.

Drug and alcohol services

Our drug and alcohol services are the cornerstone of our offer. Across more than 50 local authority areas, we provide holistic, community-based support that treats people as individuals, not as cases or conditions.

This year, we've seen shifts in patterns of use: fewer opiate referrals and a rise in people seeking support with alcohol and poly-drug use. The synthetic drug market is also growing, which brings new risks.

Homelessness

Our homelessness teams are often the first point of contact for people at their most vulnerable. We deliver outreach on the streets, help people into safe accommodation and support them with wraparound care, including harm reduction, mental health and substance use treatment.

Criminal justice

People in the criminal justice system often face multiple, coexisting disadvantages. Through our work in prisons and the community, we provide continuity of care before and after release.

With a changing policy environment, it's more important than ever to show how our services reduce reoffending and support long-term change. Because this change doesn't follow a single path, our role is to support people in ways that respect their choices – whether they're focused on harm reduction, stability or recovery.

We're proud of our partnerships, like Bounce Back, which combines skills development, employment pathways and peer support. It's a great example of how our services can act as a bridge between systems, helping people move towards their goals.



Luis

Luis is a data analyst for our street outreach and criminal justice services in Leeds.

Children and young people

Our children and young people services focus on prevention and early intervention, delivering education, building resilience and offering rapid access to treatment when needed. This isn't just about individual outcomes; it's about long-term, generational change.

We know there's more to do. We're seeing a decline in structured service uptake, especially among young people with complex needs. Our new strategy focuses on reaching those who are falling through the cracks, including the children of adults in treatment.

> **While someone may come to us struggling with alcohol or drugs, we can also help them find housing or employment and be the best they can be.**

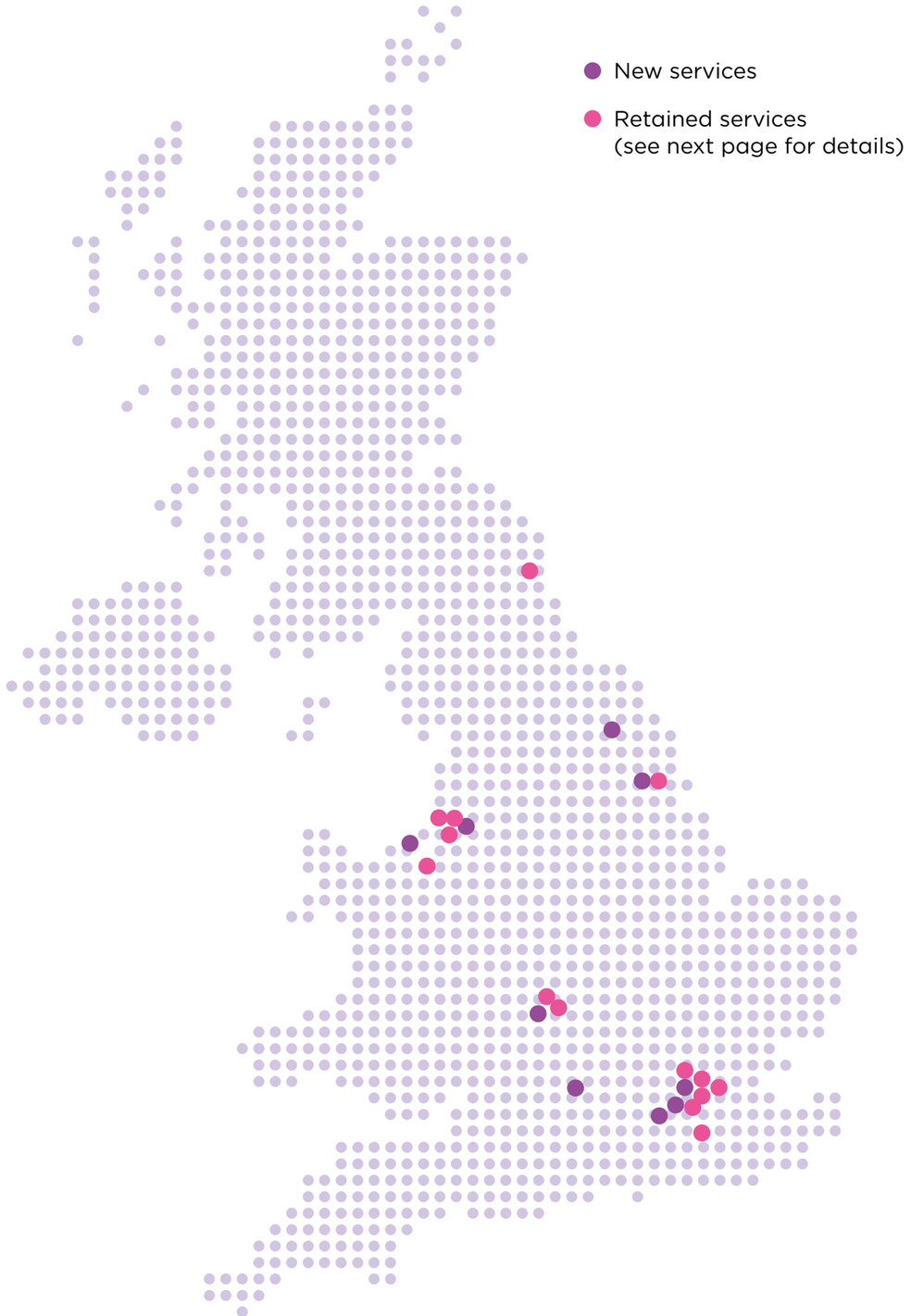


Our new services

We're pleased to welcome several new services and projects to Change Grow Live this year.

New services

Location and service	New contract start date
HMP Isis Psychosocial Substance Use Service	01/04/24
York Adult and Young People's Substance Use Service	01/07/24
Berkshire Individual Placement and Support (IPS)	02/09/24
Croydon Smoking Cessation	20/01/25
Liverpool Adult and Young People's Drug and Alcohol Support Service	01/04/25
Yorkshire & Humber Young People's Substance Use Service (HMYOI Wetherby and Adel Beck and Aldine House Secure Children's Homes)	01/04/25
Bromley Smoking Cessation	01/04/25
Tameside Complex Needs Smoking Cessation	01/04/25
Warwickshire Young People's Substance Use Service	01/05/25



Retentions

Location and Service	New contract start date
Lambeth Young People's Substance Use Service	01/04/24
Newham Adult And Young People's Substance Use Service	01/07/24
Knowsley Adult And Young People's Substance Use Service	01/07/24
Barking And Dagenham Adult Substance Use Service	01/09/24
Newcastle Smoking Cessation	01/10/24
West Kent Adult Substance Use Service	01/02/25
Coventry Adult Substance Use Service	01/04/25
Hull Adult Substance Use Service	01/04/25
Barnet Adult And Young People's Substance Use Service	01/04/25
Coventry Young People's Substance Use Service	01/04/25
Cheshire East Adult And Young People's Substance Use Service	01/04/25
Manchester Adult And Young People's Substance Use Service	01/04/25
Manchester Smoking Cessation	01/04/25
Waltham Forest Adult And Young People's Substance Use Service	01/10/25



Sam

As an IPS Employment Specialist in Kirklees, Sam supports people in recovery to find and sustain paid, competitive employment based on their preferences. He also works closely with local employers to identify suitable opportunities.

Our AAAQ framework

The AAAQ framework is the universally recognised healthcare principles of availability, accessibility, acceptability and quality.

This framework is crucial as it ensures we deliver all of our services effectively and ethically, and that we meet the diverse needs of the people who use our services.

Where we can provide greater **availability**, people can get the support and care they need when they need it.

When support is more **accessible**, people can get help that is inclusive and convenient for them.

When our services are **accepting**, people experience support that is culturally sensitive, ethical and person-centred.

When we provide the best possible **quality** of care, people will be listened to, feel safer and know that we care.



To show where and how we adhere to our AAAQ framework, we've highlighted three focus areas throughout this report.

These areas are: Earlier intervention and prevention; addressing new demographics; and improving service deliverability and accessibility.

Earlier intervention and prevention

Addressing new demographics

Improving service deliverability and accessibility

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Improving service deliverability and accessibility 51

Alexandra
Alexandra is our Chief People Officer

Earlier intervention and prevention

Early intervention and prevention means acting sooner to improve outcomes. It's reaching people earlier to prevent harm, reduce escalation and help them lead more fulfilling lives.

At Change Grow Live, we've seen time and again that almost every issue presented in our services could have been improved through early intervention. And the same is true of the future – we know that with immediate action, outcomes can be dramatically better. This intervention could be something small, like a chat that helps someone take their life in a different direction; a medical screening that negates a poor future diagnosis; or the use of technology that spots trends, allowing for earlier intervention in a fast-moving situation.

The logic is simple: the earlier we can offer support, the more we can prevent escalation, reduce harm and help people to thrive.

Over the past year, we've focused more than ever on intervening early, particularly with young people and those facing multiple disadvantages. This has already resulted in improved outcomes for many.

In partnership with Public Health and Healthy Schools, our Manchester-based young people and family support service, Eclypse has created free training and a resource library for professionals around vaping and its effects. Delivered online, the training provides professionals with foundational knowledge and harm reduction advice, to be able to effectively assess the needs of young people and determine whether a referral is needed for further support.

This is a great example of the benefits of early intervention. With the use of vapes quickly becoming part of modern youth culture, intervening early can prevent potential future health risks.

However, despite these positive interventions, we're also experiencing a period of global change.

In the UK, the new Government has brought fresh focus to improving long-term public health outcomes and tackling the root causes of social harm, but also finds itself navigating myriad financial pressures.

This provides challenges and opportunities. Change Grow Live is well positioned to step up as a preventative public health provider, but faces uncertainty around long-term funding, with the National Drug Strategy's initial three-year commitment of additional money ending this year.

In these uncertain economic times, cutting investment is an obvious lever to pull. But we wholeheartedly believe that to do so would be counterproductive. It is increased investment which will lead to better economic benefits, such as increased school attendance, lower justice system costs and healthier workforces.

Our results show that prevention saves public money.

For example, our hypermasculinity project allows us to engage with young men to prevent them from developing toxic traits and keep them out of the criminal justice system. Originally intended for men aged 18-30, we're now aiming to engage teens.

> **Many non-dependent drinkers don't want to walk into a service labelled 'drug and alcohol' but they're happy to engage online. That early engagement helps before bigger problems develop.**
>
> **Vicki Markiewicz**
> Executive Director, Specialist Operations

This is where Change Grow Live's integrated models are invaluable. Where local authorities struggle with financial pressures, our ability to collaborate across systems helps plug the funding gap.

In places like Hull, Newcastle, Manchester and Lancashire, our addiction expertise has helped our standalone smoking cessation services to address the effects of a substance that can be more lethal than some Class A drugs.

By intervening earlier, we can reduce the strain on the NHS, the criminal justice system and social services.

But to do so requires increased funding or difficult decisions. Which is why we've spent the last year looking at improving our operational efficiencies. Technology will be a key driver in this, removing the bureaucracy faced by frontline workers, freeing them up to develop their skills, network and identify people earlier in their journeys.

The cost-of-living crisis has made life harder for many, especially the most marginalised in our community. These inequalities are reflected in the needs with which the people accessing our service are presenting, with health and social gaps widening all the time.

We're seeing more referrals for alcohol and non-opiate substances. Cocaine use is rising and the range of drugs used by young people continues to evolve. One such drug is ketamine. As its use has increased, we're working to improve our response, with web-based information and online sessions aiming to support young people who have experimented, intervening before they experience long-term health effects, without them ever needing to walk into a drug and alcohol service.

Early intervention works. It protects futures. It reduces harm. And it saves money across health, education, justice and social care. That's why we'll continue to invest in it, advocate for it and learn from it – with the people we support at the heart of every step.



Transforming lives through smoking cessation

Smoking is the largest preventable cause of death in England. Although it's legal, it's also addictive, with its potential effects able to reach every part of the body.

It is for this reason that in 2023, the Government launched its 'Stop the Start' strategy – a plan to create a smoke-free generation.

The good news is that nationally, the number of people smoking is decreasing, with estimates suggesting that only 13% of the general population still smoke. However, amongst the people who access our services, the number is around 70%. For the rough sleeping population, this rises to 80%.

Already embedded in these spaces, there is a massive opportunity for Change Grow Live to make a genuine difference by delivering smoking cessation services in-house.

Last year, we secured and implemented three new local authority-funded smoking cessation services in Bromley, Croydon and Tameside, taking our number of dedicated smoking services to seven.

Together, these services offer a combination of online and face-to-face smoking cessation treatment interventions, including specialist pathways for priority and target groups.

In addition, we have worked with our existing substance misuse commissioners to secure grant funding via the new Office for Health Improvement and Disparities (OHID) Smoke Free funding stream. This is being used to integrate smoking cessation interventions for those in substance misuse treatment into several of our services.

In our Birmingham Lonsdale city centre service, our specialist stop smoking project targets those experiencing rough sleeping, and those on Buvidal and criminal justice pathways. In Peterborough, a pilot project has been introduced for those engaged in substance misuse treatment. And, in Havering, our vape pilot supports smokers to switch to a vape, monitoring health improvement outcomes, including carbon monoxide levels and COPD (chronic obstructive pulmonary disease) symptoms.

With potential outcomes if left untreated, including pneumonia and even death from end-stage lung failure, screening for COPD forms part of our longer-term strategy to prevent harm. By catching it early, we can make the referrals which can save lives.

As part of our 'One Change Grow Live' strategy, we want to ensure that we can offer screening in all of our services. This move to creating a uniform offering across locations takes time and money, but is a key part of our AAAQ framework.

As always, early intervention is paramount. This year we've extended the availability of our very brief advice (VBA+) sessions for smoking interventions for people involved in our services. These sessions take a non-judgemental approach to asking someone's smoking status and providing information about the harms of smoking.

For those people looking to break the cycle of substance use, quitting smoking has been shown to be more effective in terms of abstinence from both smoking and substance use. However, many smoking cessation services are ill-equipped to support people with complex needs adequately. These people often struggle to attend appointments or navigate multiple services, and fear being judged.

We've also made our stop smoking services available to our workforce. This will not only have a huge impact on the health and wellbeing of our people, but also increase the impact of our interventions through inspiring, lived experience champions across our services.

Alongside this, our services in Hull, Newcastle, Lancashire and Manchester aim to introduce accessible routes into stop smoking treatment that minimise barriers.

These include:

- weekly onsite clinics that coincide with recovery/group activities;
- VBA+ training for substance use staff;
- attending recovery events, like volunteer appreciation days and graduations; and
- advertising via recovery networks, such as WhatsApp groups.

The success of these projects hinges on the shared values and training we can provide across our services, and the enhanced knowledge of alcohol and drug addiction amongst our stop smoking staff.

Be Smoke Free Manchester

Between March 2024 and April 2025, 73 people who were accessing treatment at Manchester RISE were referred to Be Smoke Free Manchester.

76%

of those people accessed the service

54%

of those who set a quit date went on to quit smoking.

SmokeFree Hull

Between March 2024 and April 2025, 54 people who were accessing drug or alcohol treatment were referred to SmokeFree Hull.

74%

of those people accessed the service

50%

of those who set a quit date went on to quit smoking.



Mhairi

Mhairi is a Specialist Smokefree Advisor in Hull – which has a very high prevalence of smokers. She says, “it is a privilege when someone comes to us for help and we can encourage and support their quit journey.”

“We work with people experiencing multiple disadvantages where quitting smoking can feel overwhelming. The rates of smoking for people who are in treatment and/or homeless evidence that traditional approaches have had little impact. We are well placed to make a difference. Change Grow Live’s smoking cessation offer is enabling us to connect specialist provision into our recovery support offer, further reducing harm and helping people improve their long-term health outcomes.”– Samantha Craggs, Director.

Working with OHID and local commissioners, we are paving the way to ensure that stop smoking support is available and accessible to those who really need it.

Hannah Carlin
Business Development Manager – Smoking Cessation

Challenging hypermasculinity for lasting change

In last year's annual report, we highlighted the positive impact of our hypermasculinity project, 'In Your Corner'. Targeting men aged 18-30 in the criminal justice system, the project was the first step in refining our engagement methods and investigating the impact of hypermasculinity on non-engagement.

Since the project launched in October 2024, we've received 60 referrals, with only six people disengaging, which amounts to a 90% engagement and retention rate.

The success of the project is down to its tailored, relationship-focused model. Shaped entirely by consultation feedback, we're confident that the delivery model is accessible and practical for the young men we support. With sessions taking place in familiar, non-formal community spaces like coffee shops and gyms rather than traditional service settings, participants feel more comfortable engaging in authentic, open dialogue.

Through initial feedback, we've learned that a core strength of the project is its ability to reach young people who don't recognise their behaviours as harmful or see themselves as needing support.

This early intervention allows us to introduce support and role modelling subtly through socially accepted activities, such as boxing, without triggering resistance. It's an approach which has allowed us to initiate early conversations around identity, wellbeing, emotional literacy and relationships. In turn, these conversations have allowed us to lay the foundations for healthier life choices.

However, it's also become increasingly clear that we need to intervene even earlier. Discussions with our children and young people's services highlighted that many harmful behaviours and belief systems are deeply embedded before the age of 18. Reaching these young people is now a key focus of the project.

Our strong local partnerships have also been critical to project's success, allowing us to build community trust and provide a wide menu of sustainable, pro-social activities beyond the core sessions.

We've been able to engage with diverse demographics, including young men involved in gang-associated activity and people from socially excluded communities. One particularly powerful example involves a man from the Traveller community who, through the project, was able to reflect on cultural belief systems around masculinity and begin developing healthier views that still align with his identity and heritage.

To evaluate the success of the project, all participants complete the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) and our bespoke Manbox evaluation tool during the first two weeks of engagement. Reviewed again post-intervention, the Manbox evaluation is a powerful way to explore and measure the participants' changing attitudes towards masculinity, and start important conversations about gender roles and identity.

Together with WEMWBS, which gives us a validated way to track improvements in mental and emotional wellbeing, these tools provide both quantitative and qualitative insight into personal growth and the project's wider impact.

Though a long-term project, we're confident that in a relatively short time, young men will gain a better understanding of the consequences of hypermasculinity, be better able to manage behaviours and situations, and have an improved sense of self.

The ultimate aim is for young men to build more positive masculine identities that enable them to reach their full potential.



Addressing new demographics

Addressing new demographics means meeting all people's needs, understanding why certain groups don't seek help and designing services to be more inviting and open to them.

We're seeing a shift. The people coming through our doors – as well as those who aren't – tell a story of a changing society.

Our data shows clear trends. More people are seeking help with alcohol use and fewer people are presenting with opiate dependency. These changes mean we too have to adapt our offering. People are facing growing complexity in their circumstances, from housing insecurity to co-occurring mental health needs.

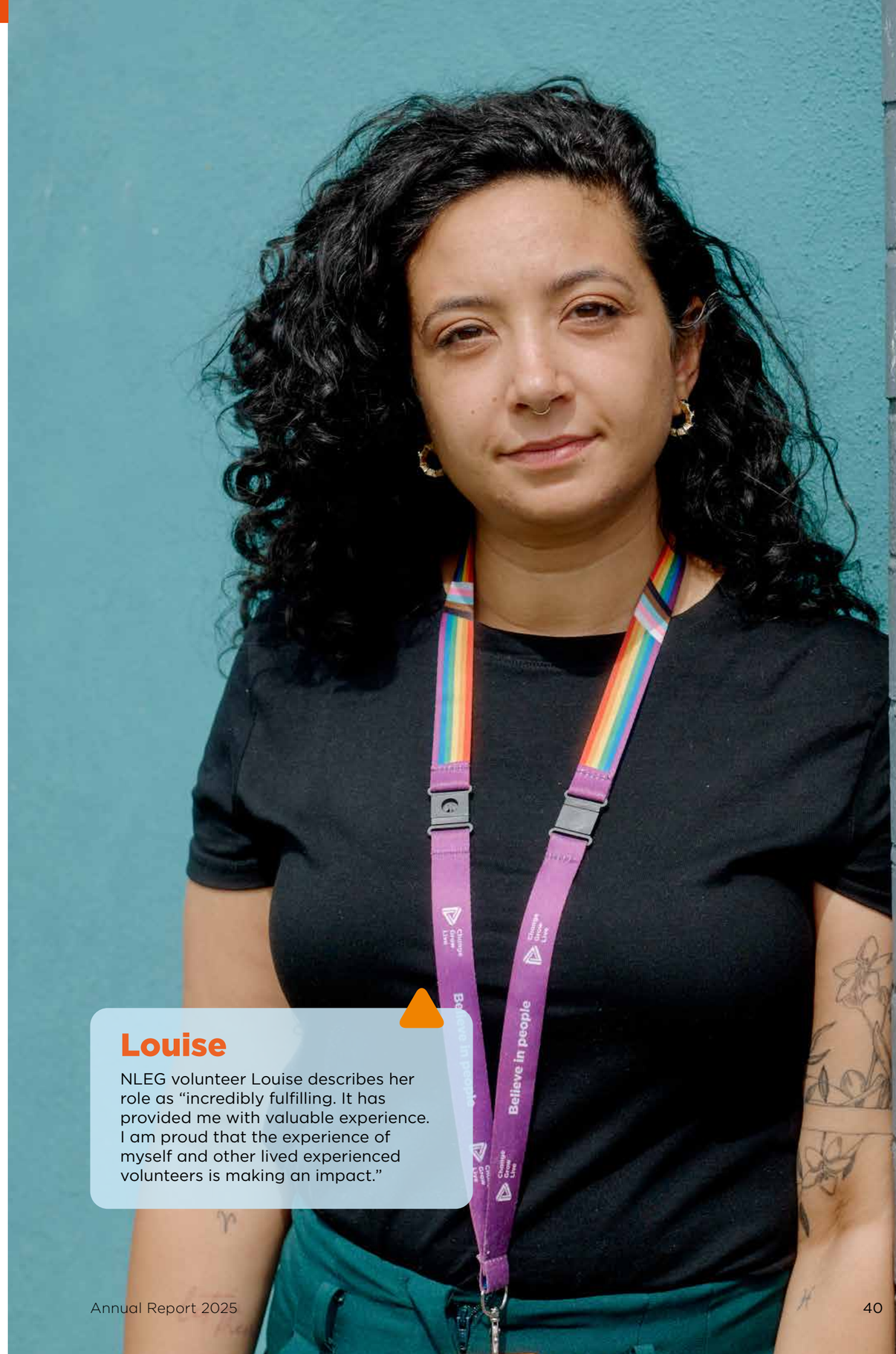
We also know certain groups remain underrepresented in our services. These are the people we need to reach.

While we've seen a rise in the number of people accessing our services, there remain a number of communities that still do not engage with us in the numbers we would expect.

People from Black and Asian communities, women and young people can all have various reasons for not wanting to engage in services. We've heard this from our teams on the ground, as well as national networks like National Ugly Mugs and local partners working with those who've experienced exploitation or trauma. The message is clear: we need to meet people on their terms. That means being more visible, more culturally competent and more adaptable.

To change, we have to be bold and responsive, rather than waiting for people to find us.

Our Pulse survey is our feedback mechanism, which collects input from people who use our services about their experiences. The survey helps identify themes and trends, which are then reviewed by our National Lived Experience Group – people who have been through treatment and recruited to provide input and support at a national



Louise

NLEG volunteer Louise describes her role as "incredibly fulfilling. It has provided me with valuable experience. I am proud that the experience of myself and other lived experienced volunteers is making an impact."

level – to ensure that this vital feedback informs national work streams.

This year, the Pulse survey revealed that many people face service accessibility issues and some prefer not to visit physical locations. This insight has prompted us to develop our online offer and alternative service delivery methods to better reach underrepresented groups who are reluctant to attend in person.

> **Demographics change, so our services should be equipped and not just focus on one specific group.**
>
> **Simone James**
>
> Director of EDI and Lived Experience

For example, women who sell sex often face extreme trauma, abuse and challenges with substance use. However, they remain underrepresented within our services. To encourage greater engagement, our Peterborough service set up the Empowering Women Everywhere (EWE) project to provide health and social services with safe clinics, outreach and a supportive housing environment.

Our workforce is under pressure, with recruitment and retention continuing to be a challenge in many areas. Last year we appointed our Chief People Officer, Alexandra Bode-Tunji. By focusing on our people, we can improve retention and ensure our teams and volunteers can continue to do excellent work. This year, we're proud to have a more ethnically diverse Executive Leadership Team than ever before, and a negative ethnicity pay gap, meaning colleagues from ethnic minority backgrounds earn more on average than white colleagues.

Representing the people we serve is the key to providing good service. Our National Lived Experience Group supports co-production training to target new demographics and provides valuable insight into encouraging more people to engage with us.

This unique view allows us to make changes and adaptations to suit, such as meeting children, young people and their guardians in parks or coffee shops, rather than in a traditional service building.

Understanding demographic shifts isn't about filling out spreadsheets; it's about recognising where inequality lives – and making sure our services don't accidentally reinforce it.

The need for inclusive, responsive care has never been greater. Through the launch of our 2025 strategy, we're using this learning to drive forward a better approach: one that puts equity and access at the heart of everything we do.

Supporting women on their own terms

Advancing women's services to address under-served demographics

At Change Grow Live, we recognise the need to constantly evaluate and adapt our ways of working to meet the needs of demographics who have been historically underserved by substance services – whether that is minority ethnic demographics, or the LGBTQ+ community.

This year, we have undertaken a comprehensive review of women's experiences of using services, with the aim of transforming our offering. We know that drug related deaths have been rapidly increasing, and that women who use drugs experience higher rates of gender-based violence. But there are also significant barriers to accessing services, including shame, stigma, lived trauma, childcare responsibilities and literate and digital exclusion.

Our evidence-based review focused on inclusivity, trauma-responsive care and demographic-specific outreach, to address these barriers head on and help more women access the support they need.

Through working groups, interviews with frontline staff, review of existing research and our own pulse survey data, we have compiled recommendations to improve our service offering over the next years.

Once agreed, we plan to roll out a universal offer for women and girls across Change Grow Live services, with an evaluation designed to understand its impact and identify future learning. By partnering with women's organisations and academic institutions, we hope to further research and develop guidance and pathways for underserved groups and women with multiple disadvantages.

Empowering Women Everywhere (EWE)

"We don't always live lifestyles that are 'normal'. It's not that we don't want to, but the lifestyles take over and sadly the importance of going to see a doctor isn't high on our list of things to do".

One notable example of Change Grow Live's adaptive approach is the EWE project in Peterborough. Having identified women using substances as underrepresented within our Aspire service, a multi-agency meeting discussing women selling sex led to initial outreach by a Change Grow Live worker, a prison officer and the police.

This evolved into the EWE project.

Women who sell sex are often exploited by perpetrators due to their vulnerabilities; discriminated against by communities; and judged by professionals and even their peers. On top of this, many face extreme trauma, homelessness, addiction and abuse.

Through consistent outreach and partnership working, we developed a holistic and trauma-informed response, which now supports a cohort of around 45 women.

Through weekly outreach, we offer basic supplies, emotional support and fast-track referrals. Set up in 2019, the Wildflower Clinic provides a safe, non-judgemental space for women to access physical, sexual and mental health care.

On Women Only Wednesdays, weekly pamper days allow women experiencing homelessness, poor mental health, domestic abuse or those involved in the criminal justice system to access activities such as yoga and bingo, and benefit from professional hairdressing to improve their self-worth and confidence.

Finally, the EWE house, which opened in 2023, provides a trauma-informed, supported housing environment for women experiencing exploitation and addiction.

The results have been remarkable, with cervical screening rates amongst Wildflower Clinic attendees rising from 19% in 2019 to 95% in 2024. There have been no unplanned pregnancies amongst the cohort since contraception became a regular offer, and more women are reporting crimes as their trust grows.

Insights from the National Women's Rough Sleeping Census

Building on the previous year's findings, we again participated in the National Women's Rough Sleeping Census in 2024, led by Solace Women's Aid and the Single Homeless Project. This initiative aims to uncover the often-overlooked challenges faced by women experiencing homelessness.

This year, the census was part of a broader national initiative, expanding to over 65 local authorities.

In Leeds, our outreach team adapted their schedules to better align with women's needs, visiting places like libraries and fast-food restaurants. The approach was successful in identifying more women sleeping rough and helped some women to secure accommodation and leave dangerous situations.

With increased awareness of this underrepresented group, there is better collaboration between agencies and a more tailored approach to outreach practices.

Addressing women's needs requires more than adjusting existing services; it demands deep listening, cross-sector collaboration, and tailored, trauma-informed approaches. With strong foundations laid, we are well positioned to lead the way in transforming women's services to better reflect and support a changing demographic.

"I would love to see this work emulated nationally. If I could give one piece of advice it would be that this work cannot be done in isolation; effective partnership working is the key. The possibilities are endless when we work together."
– Lucille Weir, Team Leader, Aspire

This gives me the health checks I need in a place that is 100% safe and inviting.

Empowering Women Everywhere
Service user

This project is priceless and there should be more places like this to help more vulnerable women across the UK.

Empowering Women Everywhere
Service user

I'm not sure I could have gotten this far without your support which you couldn't have done from sitting behind a desk!

Empowering Women Everywhere
Service user

Lucille

Lucille leads the Empowering Women Everywhere project, bringing support directly to the women who need it most.

"We need to stop talking about women and girls not engaging or being hard to reach. Using research, evidence and testimony from women and girls, we are open in recognising that it is us that need to change. We are compassionate in understanding the barriers and stigma women and girls face and we will be bold in the changes we make to ensure that women and girls get the services they want, need and deserve." – Lisa Morley, National Development Lead - Strategy and Partnerships

Meeting the women on their own territory, and where they are in their journey, has been a vital way to engage.

Lucille Weir
Team Leader, Aspire Peterborough

Pathways into work

Andrew

Andrew is part of the Kirklees IPS Team, helping people to build their confidence to meet with employers; prepare them for interviews and their first day in work; and support them to sustain their role once in it.

Empowering diverse communities with Individual Placement and Support

Our Individual Placement and Support (IPS) service helps people, especially those who often face stigma, find paid jobs that match their preferences at any stage of their recovery.

The IPS teams are embedded within our adult drug and alcohol services. They work collaboratively with people to help them identify employment goals related to their strengths and interests and then build relationships with employers who have those types of jobs to create work opportunities.

Change Grow Live is now the largest single provider of IPS in drug and alcohol services in England. We directly deliver IPS in 29 services across 38 local authority areas, and we host a further 12 external IPS providers. This means more people in recovery have direct, personalised support to find meaningful employment.

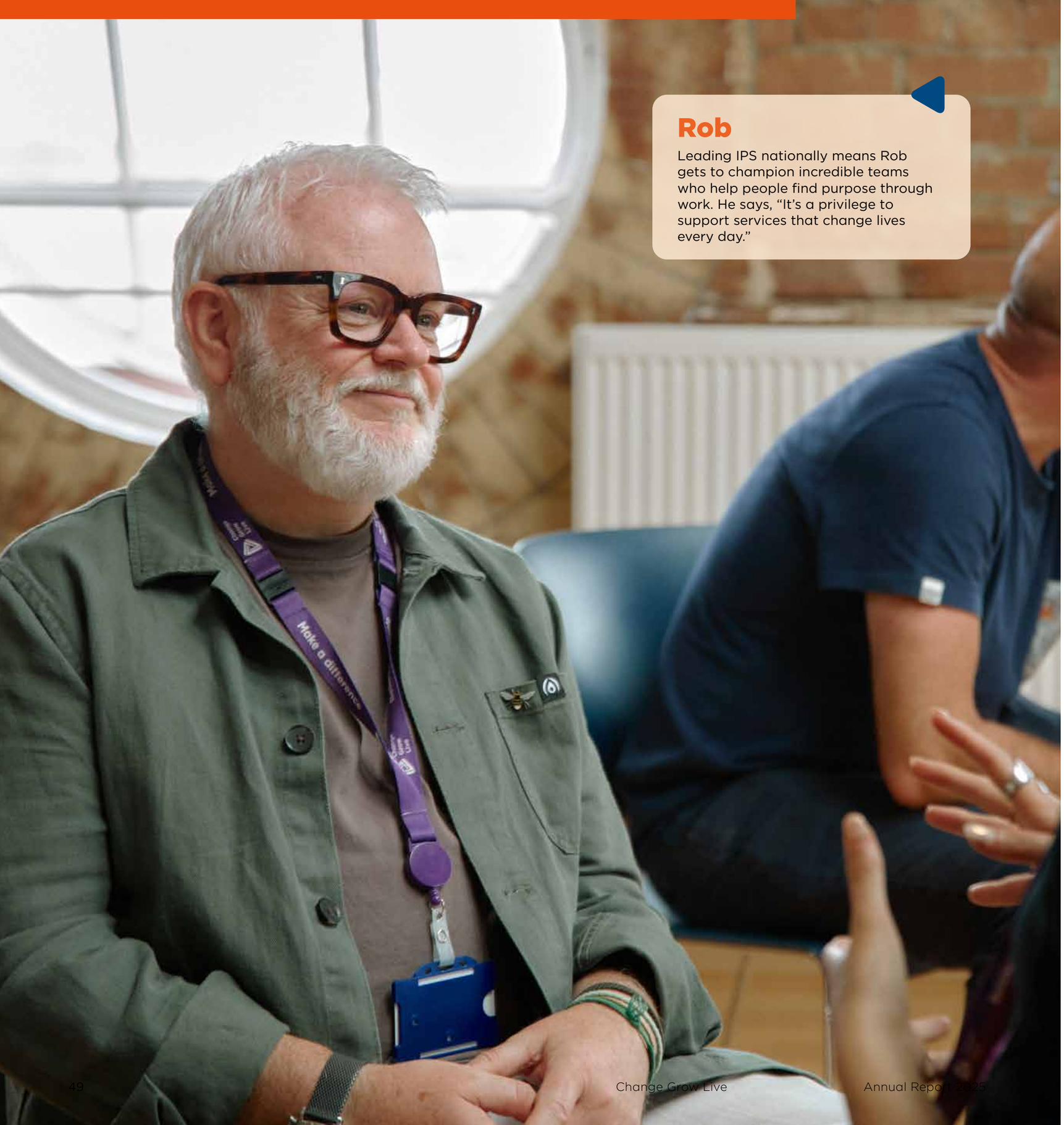
To date, we have created 1,393 preference-matched, paid, first jobs for people in recovery. These aren't just any jobs – they're roles that align with each person's strengths, interests and goals. The impact is significant. Of the people who took part in IPS, 53% of them found work, and 78% of those stayed in work for at least 13 weeks.

By ensuring our IPS provision is fully integrated and located within our treatment services, we can remove barriers to accessibility, providing a quality service that feels accessible and acceptable to the people we support. There's no waiting or referral forms – just timely, direct access as part of someone's care plan.

We've also embedded IPS principles into the wider service. Every treatment team receives training on the role that employment can play in recovery, and the evidence base for the IPS model, so they're equipped to have early conversations about this with the people they support.

Providing up to nine months' support to find the right job and up to four months of in-work job sustainment support for both employee and employer, our teams help people to find and keep jobs that they want to do. To ensure everyone who could benefit from the support is able to access it, our IPS teams also track demographics of referrals and programme starts.





Rob

Leading IPS nationally means Rob gets to champion incredible teams who help people find purpose through work. He says, “It’s a privilege to support services that change lives every day.”

Through the programme, we’ve built strong relationships with a wide range of national employers – including the NHS, BT, Sainsbury’s, Greggs, Hilton Hotels, H&M, Octopus Energy, Apple, and many more – to help open life-changing opportunities.

This approach has demonstrated remarkable outcomes, challenged erroneous narratives, and engaged a broad range of demographics, many of whom have been underrepresented in the world of work.

By embedding employment support within treatment services and tailoring approaches to meet the needs of diverse communities, Change Grow Live’s IPS provision effectively addresses barriers to employment for individuals in recovery. This integrated, person-centred approach not only supports individuals in achieving their employment goals but also contributes to broader efforts to promote inclusivity and equity in access to support services.

“There is overwhelming evidence now for the beneficial effect employment has not only on treatment outcomes but on people’s wellbeing and life chances. I’m proud of the work Change Grow Live’s IPS teams are doing up and down the country, helping the people who use our services to achieve their goals” – Rob Robinson, National Lead for IPS

Improving service deliverability and accessibility

Improving service deliverability and accessibility means changing how we provide services to ensure that everyone who needs help can access it, regardless of their location or personal situation.

Since our inception in 1977, our ability to constantly evolve has been what has kept us relevant. But to reach the people who need help, we need to progress again to ensure they can get support where, when and how they need it.

That means more than just physical access to service. It means reducing waiting times, removing technological and cultural barriers, and designing support that fits around people's lives. It also means looking after our own people by making their work manageable, meaningful, and supported by the right systems.

Over the past 12 months, we've looked at our organisation, culminating in our new strategy, which will lead to significant changes to how we deliver and lead our services.

We've moved from a regional delivery model to a national one, creating two specialist divisions: one focused on adult drug and alcohol services, the other on our specialist areas including housing, criminal justice and young people.

This allows us to standardise our processes, such as our triage or prescribing protocols, while allowing flexibility for services to be locally led and personalised. By ensuring consistency across our core operations, we can improve efficiency and free up resources, allowing staff more time for personalised care and local engagement.

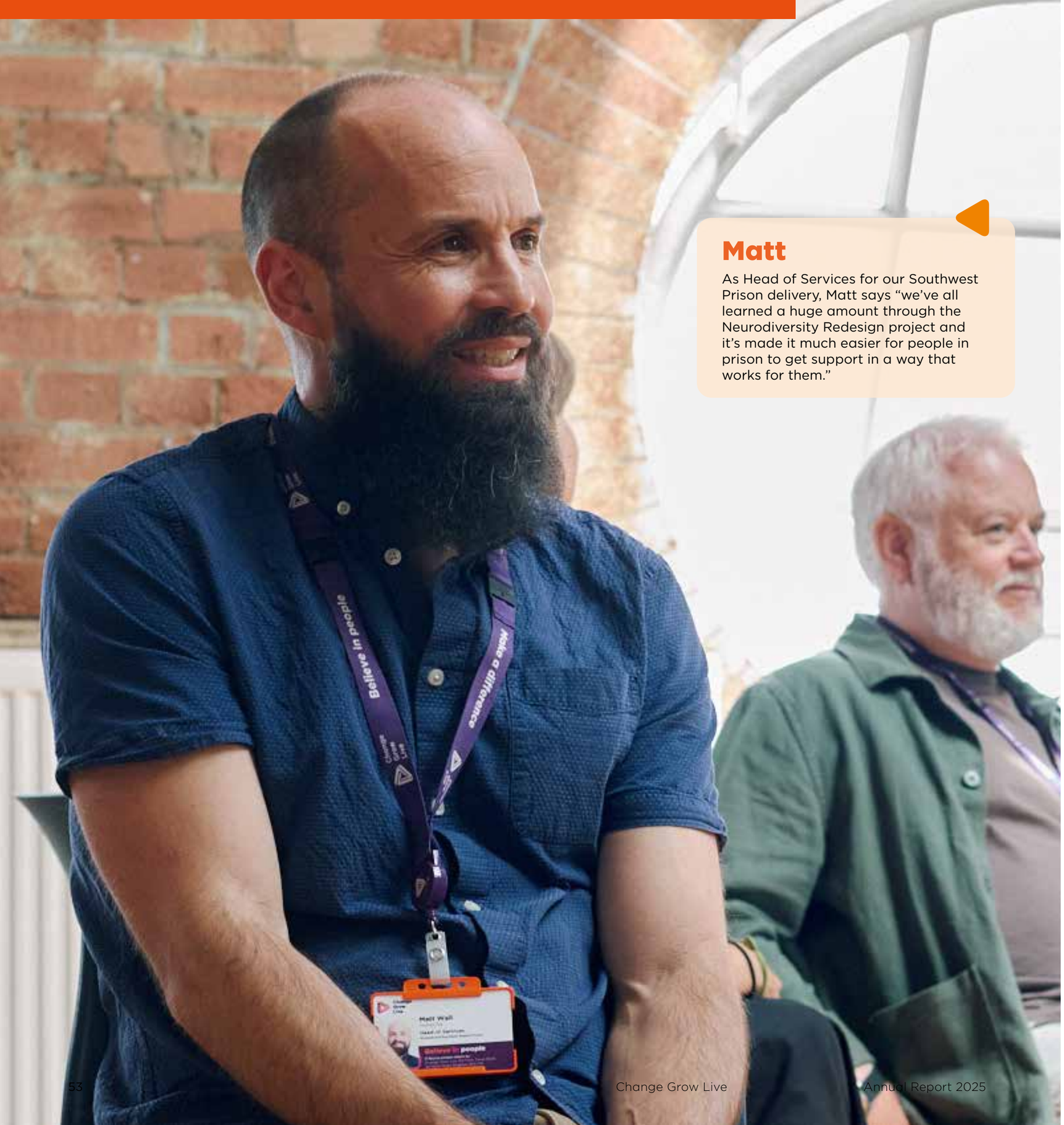
Our commitment to our AAAQ framework continues to shape how we work. To ensure high levels of quality across all our services, we've looked at the people we don't always reach. By expanding our coverage through online platforms and hybrid models, and reducing potential barriers, we can ensure that more people have access to our support.

For example, chemsex - which refers to sexual activity, mostly between men, while under the influence of certain drugs - has a lot of associated harm. However, it is an area in which many services feel underprepared. To ensure everyone can get support when they need it, and no matter where they are in the country, we need to be better at sharing knowledge across services, including offering specialist groups utilising online platforms if necessary. This is something we're looking to further build on in 2025 and forms a vital part of our strategy.

However, the environment in which we work is getting tougher. Funding for some strategies is coming to an end, and inflation continues to erode the real-term value of our investments. Our teams go above and beyond every day. But to be able to improve and serve more people, we need guaranteed long-term investment, and the freedom it provides to innovate.

One such innovation is within the criminal justice space. Our Southwest Prisons team has introduced a neurodiversity toolkit to support the prison population, where there is a disproportionately high degree of neurodivergence. By increasing accessibility through this innovation, more people can be encouraged to access life-changing support.

> **People engage in different ways. It's about matching interventions to the right people at the right time, whether that's online, face-to-face or something else entirely.**
>
> **Bernie Casey**
> Executive Director



Matt

As Head of Services for our Southwest Prison delivery, Matt says “we’ve all learned a huge amount through the Neurodiversity Redesign project and it’s made it much easier for people in prison to get support in a way that works for them.”

As a leading health and social care charity, we believe that sharing learning can contribute to system-wide change. But to do so, we need to enhance our own processes. This year we’ve embraced technology more than ever before, and, as part of our new strategy, will implement improved processes across the organisation.

From telehealth to online peer groups, digital tools have transformed how we work. But we’re also mindful that online-first approaches aren’t right for everyone. In cases where such innovations introduced risk or widened gaps, we adapted or even paused remote interactions. This ongoing learning is vital to keep improving.

We believe that improving accessibility isn’t just about technology or systems, but rather about culture. By designing services that are welcoming, safe and human, we can ensure everyone can access the right support in the right way.

Care without barriers

In recent years, we've seen how technology can bring vital support to people who might otherwise be unable to access it. Our expansion of telehealth services is one of the ways we're making care more accessible and flexible – helping us meet people where they are, both geographically and emotionally.

For many people, accessing support in person simply isn't practical. That could be for a number of reasons, including location, anxiety or mobility issues. Telehealth allows us to make connections without forcing someone to walk through the door.

It's not just about convenience; it's about breaking down barriers. We believe that people shouldn't have to jump through hoops to get help. With telehealth, we're offering a service that feels accessible, acceptable and relevant to their lives.

The introduction of remote consultations and online sessions has been particularly impactful for people with long-standing physical or mental health issues, including those who face stigma or who may have disengaged from services in the past.

Other examples are non-dependent drinkers and recreational drug users. They may be unwilling to walk into a service due to a perceived stigma, but they're more comfortable engaging online.

Having rolled out our telehealth model to 11 services, it's showing huge results in getting people to engage early, before their issue develops out of their control.

This story is far from unique.

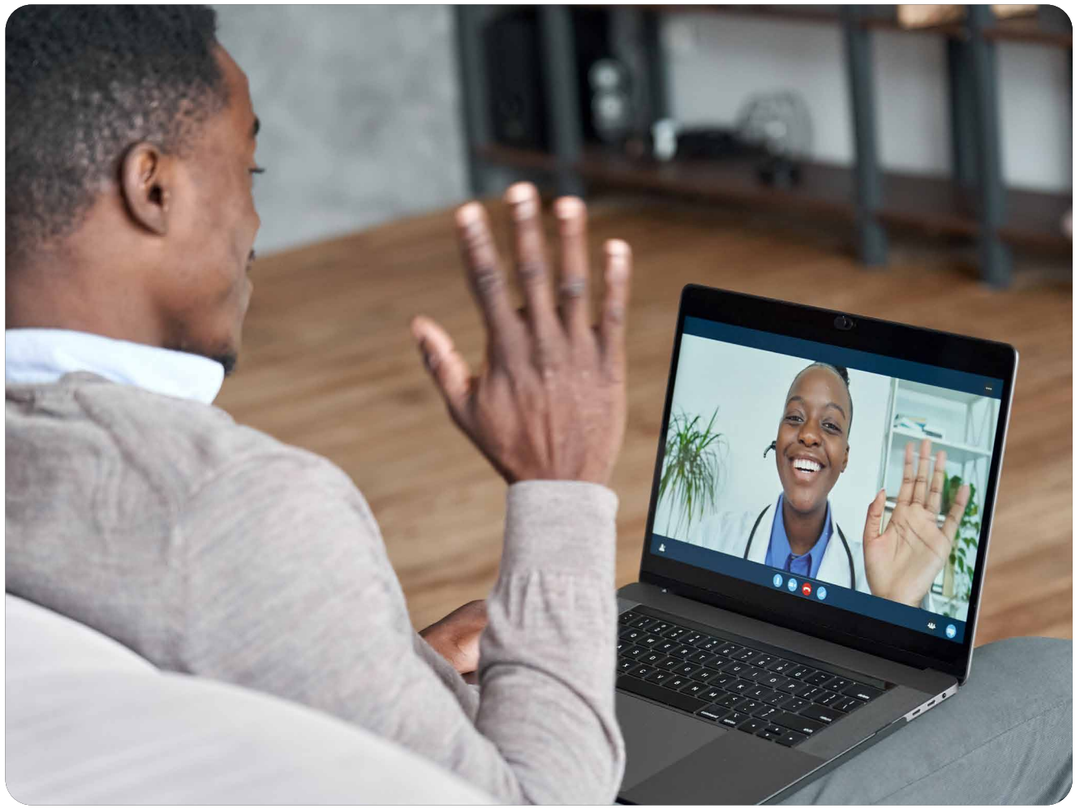
Over the past 12 months, we've scaled up our digital delivery methods to reduce waiting times and improve treatment entry. This has been vital in an environment where funding is tight, and there's a need to do more with less.

Of course, technology isn't a silver bullet. There are still challenges – from digital literacy to data privacy. And telehealth won't work for everyone. But by combining it with in-person care, we can offer a more personalised, flexible and compassionate approach.

We've learned that it's not about replacing face-to-face support, rather it's about giving people a choice – and for many, that choice has made all the difference.

In line with our strategic goal to improve service delivery and accessibility, telehealth is helping us use resources more effectively, reduce waiting times and free up face-to-face capacity for the people who need it most.

As we continue this work, we'll keep listening to the people who use our services to make sure the care we offer is not only available – but truly reachable.



Making recovery work for everyone

Transforming access in the criminal justice system

Neurodivergent people, such as those with attention deficit hyperactivity disorder (ADHD), autism or learning differences, are significantly overrepresented in the prison system. Research by HM Inspectorate of Prisons undertaken in 2021 showed that number to be over half of all people in prison.

Indeed, as many as 25% of people in prison have ADHD, and 96% of this population experience co-occurring mental health or substance use needs. Traditional prison environments and drug and alcohol support systems often aren't built to support these, and other neurodivergent, people effectively.

In 2023/24, our Southwest Recovery Service Prisons team, in partnership with NHS England South West and Oxleas NHS Trust, launched a Neurodiversity Service Redesign Project. This pioneering initiative is focused on making drug and alcohol treatment in prison more accessible and effective for neurodivergent people.

Rolled out across 10 prisons, the project has been delivered in three phases:

Audit:

A comprehensive look at key service delivery elements through assessments and focus groups, to better understand the barriers to access.

Design, test and learn:

Design new materials and resources with the support of project representatives and people with lived experience.

Evaluation:

Evaluate outcomes, measure impact and share findings.

In the audit stage, we found that people using our services often experienced stigma because of their substance use, with many having no access to a diagnostic pathway within the prison system. Many told us that access to ADHD diagnosis and medication may positively impact their decision not to use substances.

Other people who use our services found the settings uncomfortable or overstimulating, particularly those who don't like being around large groups of people. Often group programmes were delivered in a classroom setting, reminding them of difficult experiences at school. On top of this, existing resources were described as 'wordy and confusing', making it harder for people to engage in recovery and ultimately increasing the risk of relapse and reoffending.

Finally, staff we spoke to requested further training and development opportunities to better support neurodivergent people.

Taking these findings, we developed a series of resources to help break down the barriers we identified.

One of these, a 'My Pocket Support' wallet-sized harm reduction booklet, targets the most high-risk populations, including those preparing for release (and at higher risk of overdose due to decreased tolerance levels) or with a poor working memory. In collaboration with Lived Experience Experts and our partner, Genius Within, we also coproduced a series of 'in-cell' workbooks to be completed by the people who use our service with their recovery worker.

The resources are highly visual, breaking down jargon and simplifying recovery-based concepts by using simple language that everyone can use and understand.

We also targeted a change in the wider culture, specifically our commitment to tackle stigma. This included rolling out a revised continuity of care pathway for neurodivergent people and organising face-to-face training for prison staff to improve their understanding of neurodiversity and appropriate reasonable adjustments.

Feedback from people accessing our services has been overwhelmingly positive, with staff reporting better engagement and focus during sessions.

Crucially, the project has also laid foundations for long-term system change, with a communication passport being used in parole hearings to advocate for fair treatment; community teams adapting their own resources based on learning from the project; and commissioners incorporating neurodivergence into future service specifications.

With national awareness growing around neurodiversity in the justice system, and recent support from figures like Dame Carol Black and Prisons Minister Lord Timpson, the success of the toolkit is proof that barriers can be broken down, resulting in better outcomes for all.

How our resources helped:



100%

said the redesigned workbooks were easier to understand



70%

said the distraction packs made it easier to engage in 1:1 and group work



60%

said they would continue using My Pocket Support in the community



80%

said recovery rooms had improved because of the new resources

"This project is about delivering improved recovery and health and justice outcomes for neurodivergent people accessing drug and alcohol treatment across the Southwest estate. It's about tackling big ticket items like stigma by humanising people's experience of addiction and building workforce capability to understand the challenges neurodivergent people face, particularly within the criminal justice system."

Elaine Wilcock, Project Manager, Neurodiversity Service Redesign

Elaine

Elaine has led on the Southwest Prisons Neurodiversity Redesign project, which aims to humanise the experience of addiction, and support neurodivergent people to access the support they need.

Strategic report

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Financial review

The cost-of-living crisis and high inflation continue to put pressure on our services. Despite this we continued to show resilience, and reduced our deficit through careful spending.

Our activities in 2024/25 generated a total income of £339.7 million (£307.3 million in 2023/24) an increase of 10.5% on the previous year.

Our expenditure was also up by 10% to £340.4 million. In line with our strategic plan, we made a net deficit of £0.7 million.

As in the previous year we awarded a salary uplift to all employees to help reduce the impact of continued high levels of inflation in the UK. Two transformation activities (see the table on page 65) have commenced which are aimed at balancing this increased cost, which we will see the benefit of during the next two years. This reshaping of our operating model will be funded from designated reserves.

Income and expenditure

Change Grow Live reports consolidated income of £339.7 million for 2024/25 which has grown by £32.4 million on the previous year's income of £307.3 million. The sector as a whole is benefitting from additional funding as a result of the National Drug Strategy. The additional funding has allowed us to support an extra 6,070 service users in 2024/25.

Principal funding sources of the group are explained in note 1 to the financial statements.

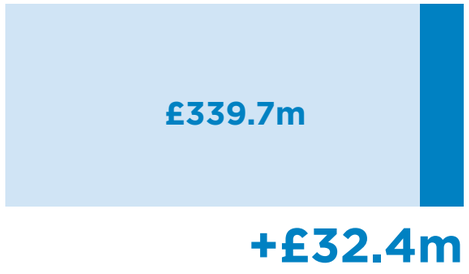
Consolidated total expenditure, including direct costs and support costs, increased by 10% to £340.4 million (2023/24: £309.5 million). Like most organisations, we are experiencing price rises that have increased our expenditure and placed extra pressure on our operating model.

During the year £2.0 million was spent from designated reserves, the primary focus of this spend is to improve the service we deliver and to invest in an infrastructure for a sustainable and efficient model.

Net expenditure before other gains/losses on the Statement of Financial Activities is £0.7 million (2023/24: £2.2 million) representing a 0.2% deficit on income (2023/24: deficit of 0.7%).

£339.7m

consolidated income in 2024/25

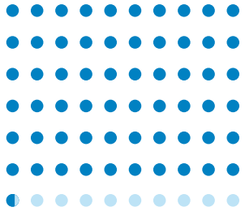


Our consolidated income has grown by £32.4m on the previous year

The additional funding allowed us to support an additional

6,070

service users



10.5%

increase in income on the previous year (£307.3m) in 2023/24)

£0.7m

net deficit for the year, in line with our strategic plan

£340.4m

expenditure in 2024/25



£43.3m

Consolidated Net Assets and Consolidated Total Funds in 2024/25



£24.3m

free reserves held by the Charity in 2024/25



£10.2m

is designated to invest back into the Charity

Designated spend area	2025 £'000	Reason and benefit of spend
Implementing a new HRIS system	811	Successful implementation of a new HR & Payroll system, to improve the user experience, improve efficiencies and maximise tight controls
Transformation	1,173	Project to transform how we operate, to allow us to make time to care more

Balance Sheet

Consolidated Net Assets and Consolidated Total Funds were lower than the previous year at £43.3 million (2023/24: £43.6 million). Of the total funds, £10.2 million (2023/24: £12.2 million) is designated to invest back into the Charity to carry out several improvement initiatives. The Charity holds free reserves of £24.3 million (2023/24: £22.0 million). The total cash balance at the end of the year was £44.5 million.

Financial position

The Trustees have reviewed the financial position and risk management together with factors likely to affect future developments, including the challenging prevailing market conditions. The Trustees are of the opinion that the actions taken, and the transformation plan, are appropriate and that the group has adequate resources to continue its operation for the foreseeable future.

Reserves Policy

The group has total reserves of £43.3 million (March 2024: £43.6 million) and the funds are made up of the following balances;

Reserves of £15.0 million were designated during the year ended March 2022 to develop the Charity, and provide investment in the development of our people, development of technological solutions supporting frontline delivery, and service redesign. Since 2022 we have reinvested £4.8m into the development of the Charity.

Reserves are underpinned by liquid cash balances, which provide working capital funding for day-to-day operating costs, supporting the delivery of the charity's objectives in an efficient and cost-effective way.

Consolidated free reserves stand at £24.3 million (March 2024: £22.0 million), this level of free reserves represents 5.2 weeks (2023/2024: 5.6 weeks) of total expenditure. The Audit and Finance Committee periodically reviews the level of reserves required to manage an orderly wind-down scenario if unforeseen circumstances caused an existential crisis.

This analysis, and the various detailed assumptions underpinning it, derives a cost of exit of around £16.0 million (March 2024: £16.0 million) which is defined as the minimum reserve requirement. This compares to free reserves of £24.3 million at March 2025. The total reserves, which are also reflected within the overall cash balances, provide working capital funding in an efficient, cost-effective way to meet the Charity's ongoing liabilities, as well as providing protection against unforeseen expenditure in furthering the objectives of the Charity.

In considering the level of reserves, the Audit and Finance Committee ensures that the level is appropriate for the continued ability of the Charity to meet its objectives in the current uncertain funding environment. This includes reviewing key factors alongside the budgeting and forecasting process including income and its volatility;

expenditure and its flexibility; accessibility of reserves; and sensitivities and risk around the planning assumptions made. This is a dynamic process and recognises that both strategic and financial planning inform the review of the level of reserves and will change in response to the environment in which Change Grow Live operates.

The Trustees are therefore of the opinion that the level of reserves is acceptable and will also provide sufficient financial mitigation should Change Grow Live encounter adverse conditions in its market. On this basis, the Trustees also consider that Change Grow Live has adequate resources to continue the business for the foreseeable future.

Cash reserves

Change Grow Live maintains liquid cash balances to ensure that ongoing cash flow requirements are met. Surplus funds, over and above that requirement, are invested in term deposits with A-rated banks, with maturity periods considered acceptable in relation to the potential need for accessible funds. Change Grow Live's credit policy requires that the Charity should meet minimum credit rating requirements to ensure that, as far as possible, the organisation is covering its risk of any capital loss. Income from investments in the year represents interest earned on these cash deposits and reflects interest rates during the year. The investment returns that are available are exceeded by inflation. The Trustees remain satisfied this is a prudent policy.

Summary of funds

	2025 £m	2024 £m
Unrestricted funds	**26.5**	24.6
Pension reserves	**(2.2)**	(2.6)
Free reserves	**24.3**	22.0
Revaluation reserve	**4.1**	4.1
Fixed assets net of related loan	**3.8**	3.9
Reserves allocated to fixed assets	**7.9**	8.0
Designated reserves	**10.2**	12.2
TOTAL UNRESTRICTED FUNDS	**42.4**	**42.2**
Restricted reserves	**0.9**	1.4
TOTAL FUNDS	**43.3**	**43.6**

Going concern

The cost-of-living crisis and high inflation continue to put pressure on our services; despite this we continue to show resilience. The Charity made a planned deficit for the year of £0.7m before gains and losses. During this period and throughout the ongoing transformation, the Executive Leadership Team have worked closely with the Board of Trustees to regularly monitor the situation, considering the cash position and the impact on reserves.

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our Trustees have concluded through the ongoing monitoring of financial performance and risk management that it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Pensions

We participate in several pension schemes, partly driven by the schemes associated with the contracts that we operate. Where these schemes are structured as funded defined benefit schemes, regular actuarial valuations are undertaken, and appropriate financial recognition is made.

Currently, Local Government Pension Scheme and Social Housing Pension Scheme valuations show deficits of £0.5 million (2024: £0.9 million). These deficits are expected to be funded either by increased regular employer contributions, or by "payment plans", which require additional employer contributions over a period of time.

Provisions for these liabilities are made in the accounts of Change Grow Live, which reduce the reserves that are available for investment. The financial position of our pension schemes is considered in our planning and in contracting decisions.

Our aspirations

The cost-of-living crisis and high inflation continue to put pressure on our services. Despite this, we continued to show resilience.

Financial measures

Change Grow Live has set a budget for 2025/26 that includes currently held service contracts and a small number of potential new contracts. Additional funding as a result of the Government's 10-year Drug Strategy, "From Harm to Hope", is also included in the budget.

The latest three-year plan reflects continued significant investment in our operating model as we address the UK's economic climate and continue to meet the needs of our beneficiaries. We expect to trade at breakeven for the next two years, utilising our reserves to support our development and maximise our opportunities.

Service and organisational development

Since July 2024, we have made remarkable strides in revamping our core services and establishing a dynamic new team. Driven by a steadfast commitment to enhancing the lives of our beneficiaries, our strategic ambition is to support more people, sooner. Our agile approach to transformative service design is informing our service improvements and equipping our people to work in a new way, with enhanced systems, simpler processes and quality training and development. This will ensure we can meet the needs of our beneficiaries and positively impact communities.

In addition to service redesign, we are focusing on organisational development to ensure our internal structures and processes align with our strategic goals. Our efforts are geared towards fostering a collaborative and effective workplace that can support our ambitious plans and better meet the needs of our service users.

Quality and governance

Improving our governance and assurance arrangements to adapt to the changing environment has been a priority for us.

We worked with an external organisation to review and strengthen our corporate and clinical governance arrangements, and we will be making further improvements over the next year. We improved our patient safety and safeguarding arrangements and invested in specialist training in these areas as well as strengthening our clinical audit arrangements, increasing corporate oversight and visibility of clinical practice.

Most of our regulated services are currently rated 'good' or 'outstanding' by the Care Quality Commission (CQC). Our programme of internal auditing and mock inspections provides additional assurance around the quality of the services we provide.

We are building on this success by refining our risk and assurance arrangements over the coming year. We strive to be a learning organisation and are investing in systems and expertise to embed a culture of continual improvement throughout the Charity.

Clinical

Building on our commitment to a rights-based approach, the Clinical and Care Team will ensure that AAAQ principles (availability, accessibility, acceptability and quality, see pages 25-26) are integrated into the delivery of healthcare interventions. We will equip our workforce to deliver inclusive, evidence-based care that addresses both physical and psychosocial needs, working in partnership with people who use our services and collaborating closely with other health and social care providers. This approach will support the organisation to transform more lives in line with Change Grow Live's 2025–2030 strategy.

Research

2024/25 has seen a significant increase in the Research Team's networks, visibility and output. Our Research Team has expanded, giving us more capacity to collaborate with external researchers and build our evidence base. This year the Research Team has had seven peer-reviewed research publications published in peer-reviewed journals. Our monthly Lunch and Learn webinars allow us to share recent findings across the organisation, and the relaunched Research Governance Group means that we are involving all parts of Change Grow Live in our decision making. These are key steps in growing our research culture to support implementation of the new organisational strategy.

People

Our journey to reshape our people offer began last year and has already made significant progress. Our ambitions for 2025/26 are centred around enhancing recruitment, attraction, retention and career development. We are committed to creating a compelling offer that attracts and retains diverse talent,

ensuring that our organisation is equipped with the resources needed to serve our beneficiaries effectively.

To achieve this, we are implementing a structured recruitment process that reduces hiring time, enhances the candidate experience and ensures a smooth transition for new hires. Our focus on onboarding will eliminate inconsistent practices, improve new hire retention and accelerate productivity, reinforcing a strong organisational culture from day one.

We are dedicated to fostering career development by establishing coaching and mentoring communities, expanding leadership development programmes and creating role-specific induction processes. These initiatives will support our employees' growth and ensure they can thrive within our organisation.

We will be seeking to strengthen our already robust offer to volunteers and people on placement. We aim to ensure that their aspirations are met, and their unpaid contribution to supporting the people we serve is rewarded.

By promoting organisational learning and sharing insights, we aim to improve our services and overall effectiveness. These ambitious goals ensure that Change Grow Live remains an attractive organisation, creating the conditions for rewarding careers while supporting the people who need our services.

Our commitment to supporting personal wellbeing has been evident through the introduction of innovative initiatives such as the wellbeing hour, which allows each member of staff to dedicate one hour a week to activities that promote their health or personal development.

Wellbeing project: We are reviewing and restarting a project aimed at improving the wellbeing of our workforce through identified actions. This project involves data monitoring and tracking to ensure the benefits are measurable.

Health, wellbeing and development time: This initiative allows staff to dedicate time to activities that promote their health, wellbeing and personal development.

Wellbeing policy and Mind Action Plan: We are concluding work on the wellbeing policy and Mind Action Plan, which will be launched soon. This policy aims to provide a structured approach to supporting mental health and wellbeing across the organisation.

These initiatives reflect our ongoing commitment to enhancing the health and wellbeing of our people, ensuring they have the support and resources needed to thrive in their roles.

We are excited to announce the enhancement of our rewards and benefits offer through the integration of the Edenred platform. This comprehensive solution will provide our employees with a wide range of benefits, including better retail discounts, financial wellbeing support, and a salary sacrifice scheme for technology products. The platform will also facilitate a robust rewards and recognition system, allowing colleagues to directly recognise each other's contributions and achievements.

This initiative not only enhances the quality of life for our people but also supports our goal of creating a supportive and engaging environment where everyone feels valued and appreciated.

Additionally, we are focused on increasing participation in our annual staff and volunteer survey to better understand and address the needs of our people, ensuring that our strategies and initiatives are aligned with their feedback.

By continuing to prioritise health, wellbeing and recognition, we aim to foster a supportive and rewarding environment for all our people.

Digital innovation

Our focus in the coming year will be to continue our review of key aspects of our core frontline processes, and to assess how we can increase the effectiveness and efficiency of our delivery. We will continue to identify areas where we can improve our user experience and better support our frontline staff. This will be a key enabler to reach more people who use our services and ensure that the experience meets their needs. We will also explore digital applications that could enhance the efficiency and effectiveness of our central support services.

Service user involvement

Service user involvement is at the heart of everything we do. Our National Lived Experience Group (NLEG) is focused on enhancing the involvement of service users and ensuring that their voices are heard and acted upon.

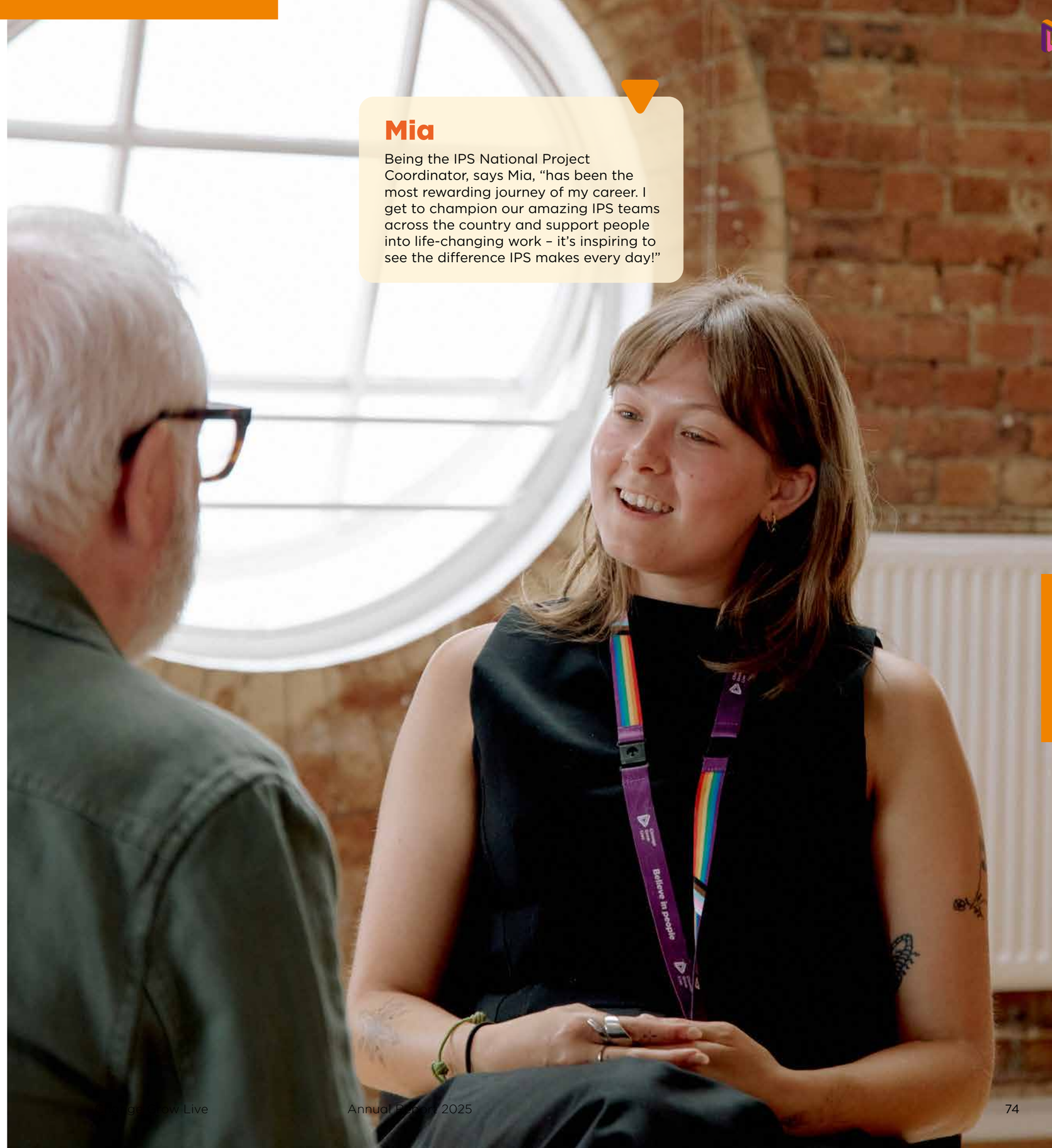
The group is dedicated to creating a profound impact by harnessing the power of diverse lived experiences to shape national decisions. It helps to ensure that service user voices are integral to the evolution of our service and delivery models. This collaborative effort will see NLEG working closely with the Inclusion and the Service User Involvement Teams, fostering a supportive and inclusive environment where every voice counts.

Through the promotion of organisational learning, NLEG will share insights that drive improvements in our services and overall effectiveness. These ambitious goals ensure that service users have a profound and lasting impact on our organisation's decisions and initiatives, driving us towards a future where everyone thrives together.

Our Lived Experience Network, comprising paid staff and volunteers with lived experience, works closely with the Service User Involvement Team to offer insights, contribute to strategic decisions and shape organisational changes.

Together, the groups ensure beneficiaries have a meaningful influence on the services they receive. Tools, such as the service user Pulse survey, help us listen to and respond to their needs, placing the service user voice at the heart of everything we do.

Our National Lived Experience Group is focused on enhancing the involvement of service users and ensuring that their voices are heard and acted upon.



Mia

Being the IPS National Project Coordinator, says Mia, “has been the most rewarding journey of my career. I get to champion our amazing IPS teams across the country and support people into life-changing work – it’s inspiring to see the difference IPS makes every day!”

Principal risks and uncertainties

Change Grow Live operates in a complex and dynamic environment and our work is inevitably subject to a broad range of risks.

These risks are actively and closely managed to ensure any potential impacts are understood and effectively addressed. This work is closely monitored by our Executive Leadership Team members and the Board.

As we ended the 2024/25 financial year, we remained fully aware of the economic climate and the uncertainty this creates in society, and how this adds a further dimension to our risks and how we manage them.

Our key corporate risks for 2024/25 are listed below. No risks materialised into issues during the reporting year.

Objectives	Risks, mitigations and controls
To deliver treatment and care that is safe, resilient and of high quality. The aims are to safeguard the most vulnerable, and help all people enjoy long, healthy and happy lives.	**Risks:** Unable to grow a therapeutic alliance, leading to poorer outcomes; Unable to retain and recruit staff; Increased likelihood of avoidable harm due to errors; Enforcement action, financial penalty, reputational damage.
	Mitigations and controls: Review and refresh of our current governance, assurance and continual improvement arrangements; Review of service design model to improve consistency and efficiency; Patient safety plan that focuses on improving and standardising the quality-of-care provision, clinical audit.
To support people within communities to change their lives by retaining, training and recruiting diverse talent to benefit the whole sector.	**Risks:** Inability to recruit and retain diverse, talented workforce due to diminishing talent pool and competition across the sector.
	Mitigations and controls: Comprehensive People Plan; Leadership development programme; Appropriate use of OHID funding; Service redesign project.
To communicate effectively to better serve communities and improve staff engagement, whilst protecting organisational reputation by being prepared and agile in our response to crisis.	**Risks:** Failure to engage or communicate with our people; Failure to manage media or reputation; Breakdown in external relations; Failure to attract and retain workforce; Limited influence with external decision makers and policymakers.
	Mitigations and controls: Public affairs strategy.; Internal communication and engagement plan; Membership of Collective Voice; Crisis management processes.

Objectives	Risks, mitigations and controls
To effectively safeguard our data and information.	**Risks:** Service user and workforce safety; Reduced potential for interoperability of systems (ICS); Cyber attack; Loss of contract; Financial penalty, Reputational damage. **Mitigations and controls:** Cyber security and penetration testing moving from annual to quarterly testing; Post mitigation follow-up testing for critical risks; Security education and training across the business; Ongoing review of IT security systems and processes; External scrutiny via third party audit; Business continuity plans; Relationship with Information Commissioner's Office; Digital and IT strategy, People Plan, and workforce training and development.
To provide a safe working environment.	**Risks:** Increased health and safety incidents; Increased health and safety incidents; Enforcement action; Reputational damage; Unable to deliver services; Avoidable harm to people who use our services. **Mitigations and controls:** Health and safety training; Internal policy and procedure guidance; Audits; Health and safety risk assessments and risk register.

Objectives	Risks, mitigations and controls
To ensure credible financial health to: • demonstrate effective and ethical use of public funds • anticipate and respond to sector financial drivers • effectively manage financial reserves	**Risks:** Reputation damaged through excess reserves; OHID funding restricted in the short or long term; Missed opportunity for innovation and growth; Unable to respond to the need of people in local communities; Economic climate exerts pressure on income and costs. **Mitigations and controls:** Financial controls and oversight of tendering, contractual due diligence framework, OHID guidance to support commissioner engagement; Budgeting and financial processes and systems; External audit and assurance framework; Transformational programmes to refresh operating model creating greater effectiveness and efficiencies.
To deliver a programme of transformation that: • reshapes our culture, structures and processes to enhance our performance. • improves the quality, efficiency and effectiveness of operations, and leverages new technology to extend our reach and impact.	**Risks:** Poor engagement and lack of understanding of purpose; Poor communication, silos, lack of reflection/learning; Staff resource issue, lack of experts, loss of key staff; Lack of consistency or too many projects; Escalating costs and or diminished funding, unexpected costs, revised processes don't deliver anticipated efficiencies. **Mitigations:** Clear communication on vision and strategy; Implementation of robust business cases; Utilisation of external expertise; Detailed staff engagement and involvement with change; Detailed spend and anticipated efficiency savings plan; Monthly financial monitoring; Appropriate training; Business continuity, risk and contingency plans.

Governance

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Chris
Chris is the Cluster Manager for our Manchester Children and Young People Services.

Structure, governance and accountability

Improving service deliverability and accessibility means changing how we provide services to ensure that everyone who needs help can access it, regardless of their location or personal situation.

Constitution

Change Grow Live is a company limited by guarantee and governed by articles of association that determine its legal framework. Change Grow Live has a Code of Governance that identifies the values and expectations that control the conduct of its affairs.

The financial statements consolidate the results of the Charity and its subsidiary companies including Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 17).

Charity's objects

The Charity's objects are detailed in the Memorandum of Association and are:

- The advancement of health or the saving of lives, and the prevention or relief of poverty among:
- people who have been, or are, or are at risk of becoming:
  - affected by use of or dependent on drugs, alcohol or other substances;
  - homeless;
  - imprisoned;
- young people;
- such other people identified by the Trustees from time to time;
- the families, carers and dependents of such persons;
- ("Beneficiaries"), in particular (but not exclusively) by providing information, advice, support, services, interventions and treatment;
- The advancement of education among:
  - Beneficiaries, and the relief of their unemployment, in particular (but not exclusively) by providing information, support, advice and services; and
  - the general public in relation to the experience of Beneficiaries, in particular (but not exclusively) by conducting and promoting research, gathering and sharing data, and raising awareness;
- The promotion of such other charitable purposes as the Trustees see fit from time to time.

Charity Governance Code

The organisation conducted a formal review of our corporate governance activities in September 2023, working with RSM to audit us against the Charity Commission's Charity Governance Code. The audit helped us identify areas of good practice and areas of improvement to ensure that we continue to refine and develop our systems, processes and ways of working.

Recommendations from this review have been implemented where appropriate. The Board of Trustees is confident that Change Grow Live follows the principles of the Charity Governance Code.

Board of Trustees (Directors)

Duties and responsibilities

The Trustees (Directors) of the Charity must act in accordance with a set of general duties. These duties are detailed in section 172 of the UK Companies Act 2006 which is summarised below.

A Director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefits of its members as a whole, and in doing so have regard (amongst other matters) to:

a. the likely consequences of any decision in the long term;

b. the interests of the company's employees;

c. the need to foster the company's business relationships with suppliers, commissioners and others;

d. the impact of the company's operations on the community and the environment;

e. desirability of the company maintaining a high reputation for high standards of business conduct.

On joining the Board of Trustees, a new Trustee will be briefed on their duties and will undertake a full induction process which will include formal training if required. It is important to recognise that in a large charity such

as ours, the Trustees fulfil their duties utilising a governance framework that delegates day-to-day decision making to the Executive Leadership Team of the Charity.

Details of this can be found in our governance framework on pages 87 to 92.

The Trustees consider that they have fulfilled their obligations under section 172. The following summarises how this has been achieved.

Risk management

We operate in an uncertain and challenging service delivery environment with stringent requirements. It is therefore vital that we effectively identify, evaluate, manage and mitigate the risks we face, and we continue to develop our approach to risk management.

For details of our principal risks and uncertainties, and how we manage our risk environment, please see pages 75 to 78.

Our People Promise

People are at the heart of what we do, encompassing all our employees, volunteers and service users. We believe in people, and this belief is fundamental to our culture and values, driving the successful delivery of our services. Our commitment to developing and investing in our people is integral to our Charity.

We will inspire more people who share our values and passion to work and volunteer with our organisation by evidencing that we are driven by the following principles:

- **Thrive:**
  We thrive by recruiting for success; we recognise and reward effort; and we are safe, healthy, agile and flexible.
- **Belonging:**
  Everyone experiences a sense of belonging, where every voice counts, we are inclusive, and we engage and connect at all levels.
- **Together:**
  Together as a team, we are learning, developing, growing and identifying future talent and leaders to deliver our mission.

By fostering these principles, we create the conditions for success for people who work and volunteer with us, ensuring that we thrive together as a community dedicated to transforming lives.

Statement of Change Grow Live's business relationships with suppliers and other stakeholders

We recognise the importance of engaging with our commissioners, professional bodies and other organisations within our sector and outside of it. We work closely with statutory and voluntary sector partners, at national and local levels.

We liaise and collaborate with the Office for Health Improvement and Disparities (OHID) and the NHS on a range of issues and activities.

We are also active members of Collective Voice, the national alliance of drug and alcohol treatment and recovery charities.

We value all our suppliers and have multiyear contracts with our key suppliers, adopting a partnership approach where possible. We use framework agreements to enable a wider supply chain, and we work with a range of social enterprise suppliers. Wherever possible we form supply relationships with local organisations, ensuring that our delivery creates social value in local communities.

Community and environment

Our 'believe in people' approach addresses all the factors that impact on individual health and wellbeing and contribute to strong and cohesive communities. We aim to leverage our expertise and enable employees to support the communities around us.

This is measured through our social value impact and underpins our service delivery.

Streamlined energy and carbon reporting

We actively monitor our energy usage and our carbon outputs and seek to utilise goods and services that reduce carbon outputs.

	2025	2024	2023
UK Energy use (kWh)	**14,125,332**	13,603,575	12,723,119
Associated greenhouse gas emissions (Tonnes CO_2 equiv (TCO_2e))	**2,920**	2,786	2,553
Intensity ratio emissions per FTE (TCO_2e/FTE)	**0.51**	0.52	0.52

Associated greenhouse gas emissions have been calculated using the greenhouse gas protocol corporate standard.

We have introduced a number of energy-saving initiatives across our organisation.

Energy efficiency

- We use 100% certified green energy at all sites, supplied by energy provider Inspired Energy.
- We use energy broker Inspired Energy to manage contracts and redirect savings into energy efficiency projects. Each year, we look to further any possible savings with the aid of new technology or by retrofitting existing infrastructure with more economical solutions.
- We encourage all our project buildings to use smart meters.
- When upgrading infrastructure, we install economical heating and cooling systems.
- Staff are encouraged to reduce energy usage (e.g., turning off heating and air conditioning when not needed).
- New properties and refurbishments include LED lighting, thermostatic heating valves and remote infrastructure management. We also retrofit existing sites with LED lighting where possible.
- We have installed light sensors in areas where they will not cause a disturbance.
- Solar panels have been trialled at some of our supported housing projects, with battery storage included. The trial is still in the early stages.
- Boiler taps have been installed in selected premises as an energy-efficient alternative to kettles.
- We are continuing to review and consider a number of retrofit eco improvements: loft lagging, internal secondary glazing, remote-managed heating sensors, and comfort cooling and heating.

Transport

- Regional business units are supporting more agile working without the need for staff to travel into the office every day, helping them to reduce their carbon footprint.
- Service buildings are located in areas well served by public transport.
- Employees are encouraged to use public transport and to meet via video conferencing to reduce the need for travel.
- We have procured hybrid and electric vehicles to be used for clinical and community use. These vehicles are either self-charging or have charging stations at the service where they are based.

Contractors

- More than 100 local contractors have been onboarded across the country to reduce travel and support local economies.
- Our maintenance system triages issues and assigns them to the best placed local contractors. We are exploring tools that will batch non-urgent tasks to reduce the number of contractors we need and lower their carbon footprint.
- Some of our statutory testing, such as for Legionella, is now carried out remotely – removing the carbon emissions of travel to the site. We are looking at introducing remote testing for our emergency lights.

Additional measures

- Most sites operate paperless offices, with printers removed where it is possible to do so without creating disruption.
- All sites have recycling facilities.
- Sensor taps and minimal flush WCs are installed at all new or upgraded sites to save water.
- Carbon dioxide-absorbing paint has been trialled at select sites, with differing results. We are still exploring this opportunity.
- We are looking at where we can utilise underused space in our buildings by co-locating or sharing space with partner organisations.
- All sites with suitable infrastructure now have plumbed-in water dispensers. These reduce plastic waste, energy consumption and our carbon footprint.

Maintaining a reputation for high standards of service delivery

Most of our regulated services continue to be rated ‘good’ or ‘outstanding’ by CQC and our Operational Leadership Team maintains excellent relationships with external stakeholders and commissioners.

As an organisation, we operate within an ethical framework which forms the basis of our decision making. This is formally governed throughout our Governance Framework.

Operating within a regulated sector, we work closely with our regulators to ensure that our service delivery is of the highest possible standard.

Governance framework

Operation of the Board

Trustees are recruited to the Board via a recruitment partner. This partner is usually chosen as part of a competitive tender process to ensure fairness; our last tender process was conducted and concluded January-March 2025. Recruitment partners use a full and detailed brief to identify potential candidates with the required skills and experience to fulfil our organisational strategy. The full recruitment and selection process includes a values-based interview, and a panel interview with our National Lived Experience Group.

The skillset of the Board is reviewed on an ongoing basis by Trustees and forms part of the standard discussions at the Remuneration and Nominations Committee. We seek to recruit Board members who share our values and reflect gender and ethnic diversity.

All Trustees receive a full induction and participate in ongoing training events. Trustees regularly visit projects to review service delivery and the implementation of strategy and policy.

The full Board meets at least four times a year. It also holds a strategy development day and a Trustee development day. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Day-to-day management is delegated to an Executive Leadership Team led by the Chief Executive. Responsibility for review of the periodic management accounts and the annual financial statements is delegated to the Audit and Finance Committee.

Other specific responsibilities are delegated to sub-committees. These committees meet regularly to provide in-depth analysis, scrutiny and oversight into the full range of the Charity's activities. The subcommittees provide detailed reports and recommendations to the full Board, fulfilling risk management requirements and due diligence processes of the Board.

Board sub-committees

Audit and Finance Committee

The Audit and Finance Committee is a sub-committee of the Board of Trustees. Its purpose is to advise the Board on Change Grow Live's arrangements for:

- financial risk management and internal control;
- internal and external financial audit;
- financial management;
- determination and oversight of contract opportunities including ensuring strategic objectives are met;
- considering and reviewing risks associated with new contract opportunities;
- large capital expenditure, investments, and mergers and acquisitions; and
- the adequacy of IT systems, including reporting, operations and cyber risk management.

Quality and Performance Committee

The Quality and Performance Committee is established to ensure excellence in care delivery. The committee operates as a sub-committee of the Board. It oversees and evaluates practice, monitors outcomes and ensures that areas for improvement are identified and realised. The committee is responsible for overseeing all quality and clinical governance matters, including the enhancement of patient safety, optimising service quality, promoting evidence-based practice and improving the outcomes and experiences of people who use our services.

Remuneration and Nominations Committee

The Remuneration and Nominations Committee is a sub-committee of the Board of Trustees. Its purpose is to advise the Board on:

- executive appointments and specifically CEO appointment, succession planning and performance assessment;
- oversight and management of the nomination process including reviews and updating of skills matrix, Trustee succession, Trustee appointment and Trustee ongoing development;
- review and oversight of people-related organisational health measures specifically focused on culture; equality, diversity and inclusion; and overall engagement and productivity; and
- other senior people-related issues as required.

Remuneration

Remuneration is set within the overall context of the purposes, aims and values of the Charity and with recognition of the impact pay levels have on the wider pay policy of Change Grow Live.

Retention and motivation are among the key considerations and principles used in setting remuneration levels, as are:

- the types of skills, experience and competencies needed to undertake the role;
- the scope, size, complexity, demands and levels of responsibility of the role;
- changes in the nature, size, complexity, demands and levels of responsibility;
- market scanning of other organisations' pay and remuneration policies and levels;
- Change Grow Live's ability to pay; and
- the impact of any pay award on the wider organisation and the reputation of the Charity.

All staff pay is reviewed in October of each year. The process of setting executive salaries involves the Chief Executive making proposals to the Remuneration and Nominations Committee.

Our commitment is to narrow and ultimately eradicate any gender and ethnicity pay gaps within the organisation. We do not pay contractual bonuses to any staff.

Public benefit

The Charities Act 2011 requires all charities to explicitly consider how their charitable aims are carried out for the public benefit. The Board of Trustees must:

- ensure it carries out the aims of Change Grow Live for the public benefit;
- have regard to the Charity Commission's guidance on public benefit; and
- report on Change Grow Live's public benefit in the Trustees' Annual Report.

The Board of Trustees has considered these requirements alongside Change Grow Live's aims and activities, all of which are detailed in this report. The Board is satisfied that Change Grow Live has charitable aims that are carried out for the public benefit, in particular:

- the benefits to individuals, families and communities (and hence the public) are clear and in line with Change Grow Live's aims;
- the beneficiaries are entirely appropriate to the aims;
- there is no unreasonable restriction to accessing Change Grow Live's services, either by poverty, any requirement to pay fees, any geographic restriction or the provision of services only for certain sections of the public; and
- there is no private benefit.

In arriving at this conclusion, the Board of Trustees also had regard to the Charity Commission's guidance on public benefit.

Fundraising

The Charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Our Modern Slavery Statement

Modern slavery is a violation of human rights, involving the deprivation of an individual's liberty for personal or commercial exploitation. This hidden issue manifests in various forms, including forced and compulsory labour, and human trafficking.

According to the United Nations International Labour Organization, an estimated 50 million people worldwide are living in conditions of modern slavery.

As an ethical and socially responsible health and social care charity, we are dedicated to:

- Addressing instances of modern slavery and human trafficking encountered within our service operations.
- Ensuring that our core activities and supply chains are free from slavery and human trafficking, in accordance with the Modern Slavery Act 2015 and the Human Trafficking and Exploitation (Scotland) Act 2015.

This document has been created in compliance with the requirements of the slavery and human trafficking legislation to:

- Provide a review of our Modern Slavery Statement for our activities April 2024 to March 2025.
- Outline our aims for April 2025 to March 2026.

Review of 2024/25

Change Grow Live established a Slavery and Trafficking Panel to raise awareness, review impacts, and improve practices. The progress made includes enhanced safeguarding, procurement efforts, and training for staff and volunteers.

Commitments for 2025/26

- **External audit:** Commission an external audit to identify, assess, and document sources of assurance, and evaluate the effectiveness of governance and risk management related to slavery and human trafficking. Recommendations will be reviewed and addressed to enhance the assurance framework.
- **Data tracking:** Improve recording and reporting capabilities to track the number of people accessing services who are affected by slavery and human trafficking. This includes reviewing the ratio of services that can capture this data and scoping out capabilities of various case management systems.
- **Learning resources:** Update the Slavery and Human Trafficking intranet page to provide a central point of information. Source a 'Human Trafficking and Exploitation (Scotland) Act 2015' e-learning module and deliver awareness sessions for key dates like Anti-Slavery Day.
- **Supply chain standards:** Develop guidance on ethical procurement practices, reduce off-contract spending, consolidate suppliers, and enhance outcome measures by implementing standardised tracking and reporting methods.
- **Recruitment processes:** Refine recruitment processes when using agencies, ensuring compliance with the Modern Slavery Act 2015 and updating key policies to address modern slavery and human trafficking.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Change Grow Live for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the group 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 group's auditor is unaware; and
- the Trustees have taken all necessary steps to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The Trustees' Report (incorporating the strategic report) was approved and signed on behalf of the Trustees on 17 September 2025.



Sue Killen | Chair of Trustees

Date: 17 September 2025

Management and governance

Trustees

Sue Killen

Caroline Shuldham

Jean Daintith (Retired 11.12.24)

Craig Denholm

Elaine Hindal (Resigned 11.12.24)

Deborah Rozansky

Jim Heptinstall (Resigned 11.12.24)

Tim Sampey

Richard Wilson

Michael Vavakis

Hamza Drabu (Appointed 18.09.24)

Jon Paull (Appointed 18.09.24)

Co-opted Advisors

Paul Barry

Committee(s)



Audit and Finance Committee

Quality and Performance Committee

Remuneration and Nominations Committee

Chairs

Audit and Finance Committee:
Richard Wilson

Quality and Performance Committee:
Caroline Shuldham

Remuneration and Nominations Committee:
Michael Vavakis

Executive Leadership Team

Mark Moody
Chief Executive

Nic Adamson
Deputy Chief Executive

Martin Halliwell
Chief Finance Officer

Alexandra Bode-Tunji
Chief People Officer
(Appointed 1 October 2024)

Dr Prun Bijral
Executive Medical Director
and Responsible Officer

Bernie Casey
Executive Director

Vicki Markiewicz
Executive Director

Sue Shaw
Executive Director

Lee Phillips
Chief of Staff/Company Secretary

Professional advisors

Auditors

Crowe U.K. LLP
55 Ludgate Hill, London, EC4M 7JW

RSM UK (internal audit)
6th Floor, 25 Farringdon Street,
London, EC4A 4AB

Bankers

Barclays Bank plc
10-12 The Martletts, Crawley,
West Sussex, RH10 1ES

Legal

DMH Stallard
Griffin House, 135 High Street,
Crawley, West Sussex, RH10 1DQ

Hempsons
The Exchange, Station Parade,
Harrogate, North Yorkshire, HG1 1TS

Registered and principal office

North Suite, First Floor, 1 Jubilee Street,
Brighton, East Sussex, BN1 1GE

Company number

England and Wales 03861209

Charity number

England and Wales 1079327
Scotland SC039861

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Chelsea
Chelsea is an Individual Placement Support (IPS) Employment Specialist at our Kirklees service.

Independent auditor's report

To the Members and Trustees of Change Grow Live

Opinion

We have audited the financial statements of Change Grow Live ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise The Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the charitable company's affairs as at 31 March 2025 and of the group's 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, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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.

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 our audit:

- the information given in the Trustees' report, which includes the Directors' report and the strategic 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 strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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:

- the parent company has not kept adequate accounting records;
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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 havingeffect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and noncompliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charity SORP (FRS 102), and UK tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of contract and grant income, employability and training income and the override of controls by management. Our audit procedures to respond to these risks

included enquiries of management, internal audit, and the Audit and Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and CQC, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect noncompliance with all laws and regulations.

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, and to the charitable company'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 charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

Naziar Hashemi | Senior Statutory Auditor

For and on behalf of **Crowe U.K. LLP,**
Statutory Auditor, London

Date: 17 October 2025



Sophie

Employment Specialist, Sophie, supports people to get back into work as part of their recovery journey. Her role also involves building relationships with employers and reducing stigma within the community.

Consolidated statement of financial activities

Incorporating the income and expenditure account for the year ended 31 March 2025

	Notes	Unrestricted funds £'000	Restricted funds £'000	**Group total funds 2025 £'000**	Unrestricted funds £'000	Restricted funds £'000	Total funds 2024 £'000
INCOME FROM							
Donations and legacies	1	88	–	**88**	105	–	105
Investments	1	1,518	–	**1,518**	1,849	–	1,849
Charitable activities							
Health and social care services		245,587	88,770	**334,357**	249,288	52,319	301,607
Training and employability		2,728	112	**2,840**	2,742	73	2,815
Other income		911	–	**911**	965	–	965
TOTAL		**250,832**	**88,882**	339,714	**254,949**	**52,392**	**307,341**
EXPENDITURE ON							
Charitable activities							
Health and social care services	3	248,403	89,224	**337,627**	254,344	52,198	306,542
Training and employability	3	2,632	130	**2,762**	2,914	84	2,998
TOTAL	3	**251,035**	**89,354**	340,389	**257,258**	**52,282**	**309,540**
Net (expenditure)/income before other recognised (losses)/gains	2	(203)	(472)	(675)	(2,309)	110	(2,199)
Other recognised (losses)/gains							
Actuarial gains/(losses) on social housing pension schemes	18	256	–	**256**	(59)	–	(59)
Actuarial gains on defined benefit pension schemes	18	68	–	**68**	244	–	244
(Losses) on revaluation fixed assets	5	–	–	**–**	(303)	–	(303)
Gains on revaluation investment properties		–	–	**–**	8	–	8
NET MOVEMENTS IN FUNDS		**121**	**(472)**	(351)	**(2,419)**	**110**	**(2,309)**
Reconciliation of funds							
Total funds brought forward		42,212	1,414	**43,626**	44, 631	1,304	45,935
TOTAL FUNDS CARRIED FORWARD		**42,333**	**942**	43,275	**42,212**	**1,414**	**43,626**

The Charity reports Total Income of £336,850K (2024: £304,485K) and Net Expenditure of (£832K) (Net Expenditure) of 2024: (£2,097K)). The Group has no recognised gains or losses for the year other than as detailed above. The Net Movements in the Group's funds for the year arise from the Group's continuing operations. The Accounting Policies on **pages 106 to 110** and the notes on **pages 111 to 133** form part of these accounts. A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Balance sheets

as of 31 March 2025

	Notes	Group **2025 £'000**	Group 2024 £'000	Charity **2025 £'000**	Charity 2024 £'000
FIXED ASSETS					
Intangible assets		**–**	–	**50**	50
Tangible assets	5	**8,490**	8,655	**8,490**	8,655
Investments	6	**230**	230	**230**	230
		8,720	8,885	**8,770**	8,935
CURRENT ASSETS					
Debtors	7	**73,724**	59,609	**59,330**	60,685
Cash at bank and in hand		**44,493**	57,405	**34,221**	43,478
		118,217	117,014	**93,551**	104,163
Creditors: amounts falling due within one year	8	**(77,548)**	(75,628)	**(52,436)**	(62,173)
NET CURRENT ASSETS		**40,669**	41,386	**41,115**	41,990
Creditors: amounts falling due after more than one year	9	**(84)**	(84)	**(84)**	(84)
Provisions for liabilities and charges	10	**(5,502)**	(5,674)	**(5,502)**	(5,674)
Provisions for defined pension obligations	10	**(528)**	(887)	**(528)**	(887)
NET ASSETS		43,275	**43,626**	43,771	**44,280**
Funds					
Unrestricted	12	**32,162**	30,058	**32,651**	30,722
Designated	12	**10,171**	12,154	**10,171**	12,154
Restricted	13	**942**	1,414	**949**	1,404
		43,275	**43,626**	43,771	**44,280**

Approved by the Board of Directors and Trustees on 17 September 2025 authorised for issue and signed on its behalf by:

Richard Wilson **Sue Killen**

Date: 17 September 2025

The Accounting Policies on **pages 106 to 110** and the notes on **pages 111 to 133** form part of these accounts. Company Registration Number: 03861209 (England and Wales).

Consolidated statement of cash flow

as at 31 March 2025

	Notes	2025 £'000	2024 £'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash (used in) operating activities	17	**(14,430)**	(5,381)
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interest and rents from investments		**1,518**	1,849
NET CASH PROVIDED BY INVESTING ACTIVITIES		**1,518**	**1,849**
Change in cash and cash equivalents in the year		**(12,912)**	(3,532)
Cash and cash equivalents at the beginning of the year		**57,405**	60,937
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		**44,493**	**57,405**

	Group 2025 £'000	Group 2024 £'000
RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT		
(Decrease) in cash in the year	**(12,912)**	(3,532)
Cash and cash equivalents at the beginning of the year	**57,405**	60,937
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	**44,493**	**57,405**

	At 1 April 2024 £'000	Cash Flow £'000	At 31 March 2025 £'000
ANALYSIS OF CHANGES IN NET DEBT			
Cash at bank and in hand	57,405	(12,912)	**44,493**
Bank and other loans	(84)	–	**(84)**
TOTAL	**57,321**	**(12,912)**	**44,409**

The Accounting Policies on **pages 106 to 110** and the notes on **pages 111 to 133** form part of these accounts.

Accounting policies

General information

Change Grow Live is a private company limited by guarantee and incorporated in England. The registered office address is North Suite, First Floor, 1 Jubilee Street, Brighton, BN1 1GE. The company registration number is 03861209 (England and Wales).

Basis of preparation

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), OSCR and the Companies Act 2006.

Basis of consolidation

These financial statements consolidate the results of the Charity and its subsidiary companies Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 19). A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd are included within the group financial statements on a line by line basis with intercompany transactions eliminated on consolidation.

The principal policies of the Group are as follows:

a. Going concern

The cost-of-living crisis and high inflation continue to put pressure on our services, despite this we continue to show resilience and our deficit is reducing in line with expectations. The Charity made a planned deficit for the year (of £0.7m) before gains and losses During this period and throughout the ongoing transformation, the Executive Leadership Team have worked closely with the Board of Trustees to regularly monitor the situation, considering the cash position and the impact on reserves.

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our Trustees have concluded that, through the ongoing monitoring of financial performance and risk management, it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

b. Income

Income from charitable activities includes contract and grant income, rents receivable and other sundry receipts.

Contract income is recognised in line with the delivery of the service and is accrued or deferred where required when cash is received in advance or arrears of service provision.

Where income is related to performance and specific deliverables, income is recognised as the Charity earns the right to consideration by its performance, including contracts which contain payment by results requirements.

Grant, donation, legacy and other income is recognised when the Charity becomes entitled to the funds, receipt is probable and amounts can be measured reliably.

Where conditions exist which restrict the use of income to a particular purpose, income is recorded in an appropriate restricted fund.

c. Cost allocation

Income and direct costs relating to charitable activities are allocated to the charitable activity category of 'Health and social care services' and 'Employability'.

Support costs are apportioned to charitable activities based on the direct costs of those activities.

d. Classification of expenditure

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

e. Project start-up costs

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

f. Intangible fixed assets

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

g. Tangible fixed assets

Freehold property

In accordance with FRS 102 freehold land is not being depreciated. Depreciation is charged on freehold buildings over a period of 50 years on a straight-line basis. Freehold land and buildings are initially recognised at cost but are subject to revaluations by independent Chartered Surveyors at least every five years. The Trustees consider the market value of the properties on an annual basis by reviewing relevant market indices and would conduct a revaluation exercise if required.

The Trustees also complete an annual impairment review on the properties, in accordance with FRS 102.

Capitalisation of other assets

Leasehold improvements, computers and other equipment purchased for specific projects are treated as revenue expenditure at the date the cost is incurred as the economic benefit derived from their use is tied into the delivery of the service and not the direct benefit of the Charity.

h. Investments

The Charity holds investments in order to generate income for the support of charitable activities. Investment properties are recorded initially at cost and are revalued once every five years by independent Chartered Surveyors on the basis of fair value. Gains or losses arising during the year are disclosed in the consolidated statement of financial activities within other recognised gains and losses in the year and are shown in note 6.

The Charity's investment in its subsidiary company is valued at cost.

i. Dilapidation provision

Provision is made for the legal obligation in property leases to reinstate the premises to the condition they were at the date the lease was signed and an estimate is made of the cost of that reinstatement.

j. Financial Instruments

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured a transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies that are classified as debt, are initially recognised at transaction price.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

k. Funds

Restricted funds

Restricted funds are those whose application is limited to those causes specified by the donor. Any deficit incurred on any individual restricted fund is written off to the 'Unrestricted fund' in the financial year in which the deficit occurs.

Designated funds

Designated funds are allocated for a specified purpose to be utilised for the development of the organisation. Expenditure incurred is matched against the appropriate fund as expenditure arises.

Unrestricted funds

For control and audit purposes, funds received for each project are accounted for individually, with the relevant incoming resources and expenditure allocated accordingly. Expenditure for projects includes both direct costs attributable to the project and appropriate recharges for support costs.

l. Leasing commitments

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

Lease incentives are spread over the lease term.

m. Pension scheme arrangements

The Charity operates both defined benefit and defined contribution pension schemes for its employees. All defined benefit schemes are closed to new entrants.

The assets of any defined benefit and defined contribution pension schemes are held separately from those of the Charity.

Defined benefit schemes' current service costs alongside the expected return on the scheme assets less the scheme interest costs are charged to the Statement of Financial Activities.

The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses.

Defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities.

The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet.

Where the Charity participates in a multi-employer defined benefit scheme it is not always possible to identify on a reasonable and consistent basis the Charity's share of underlying assets and liabilities as the assets are co-mingled for investment purposes and the benefits are paid out of the Plan's total assets. Accordingly, due to the nature of such schemes, the accounting charge for the period under FRS 102 represents the employer contribution payable. The liability to make payments to fund any deficit relating to past service in such plans is recognised where the Charity has entered into an agreement to make those payments. Pension costs for defined contribution schemes are charged to the Statement of Financial Activities for the period in which they are payable.

An additional cessation liability is measured and recognised at the balance sheet date. A cessation liability is due when the last active member of the defined benefit scheme leaves for any given participation.

Any shortfall between the asset and liability at that date will be due to the defined benefit scheme organisation. The cessation liability is measured using the projected unit method and discounted at a rate equivalent to the current rate of return on gilts less the actuarial scheme valuation.

The cessation liability is presented within accruals.

n. Judgements and key sources of estimation uncertainty

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

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In particular, judgements are made in the following areas:

- Income in relation to contracts is recognised when the Charity and group is entitled based on the services provided as noted in b;
- Depreciation and amortisation rates are over the estimated useful economic life of the assets;
- Dilapidation provisions are an estimate of the cost to reinstate premises in line with lease obligations;
- Freehold properties are held at valuation and continue to be maintained to a high standard. Trustees are satisfied that there are no indications of impairment and the current valuations remain appropriate;
- Pension assumptions for defined benefit pension schemes include, amongst others, estimates for longevity, discount rates and inflation.

o. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with maturities of three months or less.

Notes to the consolidated financial statements

(For the year ended 31 March 2025)

1. Income

	Group 2025 £'000	Group 2024 £'000
DONATIONS AND LEGACIES		
Donations	**88**	105
INVESTMENT INCOME		
Interest on UK cash deposits	**1,481**	1,812
Income from property investments	**37**	37

Income from charitable activities

Income from charitable activities includes contract income from statutory sources and other sundry receipts. Grant income recorded during the year is disclosed within note 13, 'Restricted funds'.

2. Net income

	Group 2025 £'000	Group 2024 £'000
NET INCOME IS STATED AFTER CHARGING		
Auditor's remuneration:		
– Audit services	**88**	105
– Non-audit services	**17**	8
Internal audit services	**112**	108
Operating lease rentals:		
– Plant and machinery	**659**	643
– Land and buildings	**5,059**	4,944
Depreciation	**165**	152

Audit services fees, inclusive of VAT, are paid to Crowe U.K. LLP. Non-audit services of £17K includes £16K for Taxation services, and £1K for VAT advice (2024: non-audit services of £8K includes £7K for Taxation services, and £1K for VAT advice).

Internal audit services, inclusive of VAT, are paid to RSM UK.

3. Expenditure on charitable activities

	Direct Costs £'000	Support Costs £'000	Group 2025 total £'000	Direct Costs £'000	Support Costs £'000	Group 2024 total £'000
CHARITABLE ACTIVITIES						
Health and social care services	**310,946**	**26,681**	**337,627**	282,539	24,004	306,543
Training and employability	**2,342**	**420**	**2,762**	2,317	680	2,997
TOTAL	**313,288**	**27,101**	**340,389**	284,856	24,684	309,540

Total Support costs include governance costs of £341K (2024: £240K).

	HR and Training £'000	Business and IT Support £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2025 total £'000
SUPPORT COSTS ALLOCATED TO CHARITABLE ACTIVITIES					
Health and social care services	5,477	11,434	2,996	6,774	**26,681**
Training and employability	3	60	12	345	**420**
TOTAL	**5,480**	**11,494**	**3,008**	**7,119**	27,101

Support costs have been allocated to charitable activities based on the direct costs of those activities.

	HR and Training £'000	Business and IT Support £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2024 total £'000
SUPPORT COSTS ALLOCATED TO CHARITABLE ACTIVITIES					
Health and social care services	4,799	8,555	3,785	6,865	**24,004**
Training and employability	6	62	2	610	**680**
TOTAL	**4,805**	**8,617**	**3,787**	**7,475**	24,684

4. Staff costs, Trustee remuneration and expenses, and the cost of key management personnel

	Group 2025 £'000	Group 2024 £'000
Wages and salary costs	**190,266**	174,659
Social security costs	**19,046**	17,199
Redundancy costs	**371**	122
Training costs	**2,833**	1,838
Recruitment and general payroll costs	**1,873**	1,719
Pension costs for defined contribution pension schemes	**5,527**	5,193
Pension costs for defined benefit pension schemes	**1,237**	703
Agency and third-party organisations	**27,719**	26,333
TOTAL	**248,872**	**227,766**

Redundancy costs above relate to the costs of restructuring services at or around the commencement of services, or in response to changes in the funding and financial position on contracts. Total redundancy and termination costs paid in 2025 were £371K (2024: £122K). £217K remained unpaid at 31 March 2025 (2024: £14K).

Trustee remuneration and expenses are disclosed in note 22.

The number of higher paid employees who received total remuneration in the following bands were as follows:

	Group 2025 Number	Group 2024 Number
£60,000 to £69,999	**59**	46
£70,000 to £79,999	**20**	27
£80,000 to £89,999	**19**	20
£90,000 to £99,999	**40**	24
£100,000 to £109,999	**9**	13
£110,000 to £119,999	**5**	5
£120,000 to £129,999	**12**	5
£130,000 to £139,999	**-**	8
£140,000 to £149,999	**14**	5
£150,000 to £159,999	**2**	3
£160,000 to £169,999	**7**	5
£170,000 to £179,999	**3**	3
£180,000 to £189,999	**1**	4
£190,000 to 199,999	**2**	1
£200,000 to £209,999	**-**	-
£210,000 to £219,999	**1**	1
TOTAL	**194**	**170**

182 (2024: 162) of the higher paid employees were accruing pension benefits under a defined contribution scheme and 5 (2024: 8) under defined benefit schemes.

Contributions of £5,527,311 (2024: £5,193,164) were paid into a defined contribution scheme. The other employees were members of the SHPS, NHS, LGPS or Civil Service defined benefit schemes (see note 18) into which contributions of £1,510,162 (2024: £1,599,423) were paid during the year. Employers' pension contributions outstanding at the year-end amounted to £655,196 (2024: £601,839).

The key management personnel of the Group comprises 7 (2024: 7) employees: the Chief Executive, Deputy Chief Executive, three Executive Directors, the Chief Finance Officer and the Executive Medical Director. The total employee remuneration, benefits and contractual payments, inclusive of pension contributions and social security costs paid by the Charity, of the key management personnel were £1,438,676 (2024: £1,260,376).

4. Staff costs, Trustee remuneration and expenses, and the cost of key management personnel (continued)

Executive Team pay changes are aligned with the cost-of-living award provided to all staff. However, due to the timing difference between the reporting year (April to March) and the implementation date of pay awards (1 October), reported year-on-year changes may occasionally appear higher or lower than the standard award.

The following table shows the base salaries and employer pension contributions of a number of the Executive Leadership Team:

	Base Salary		Employer pension contributions	
	2025 £'000	2024 £'000	**2025 £'000**	2024 £'000
Chief Executive Officer	**197**	192	**26**	26
Chief Finance Officer	**176**	168	**5**	9
Deputy Chief Executive	**171**	166	**13**	12
Medical Director	**224**	218	**7**	7

	Group 2025 Number	Group 2024 Number
EMPLOYEE NUMBERS		
Average number of employees	**5,715**	5,314
Average number of full time equivalents	**4,623**	4,294
Average number of full time equivalents split between:		
Direct project staff	**4,100**	3,761
Operational support staff	**99**	124
Central support staff	**424**	409
TOTAL	**4,623**	**4,294**

5. Tangible fixed assets – Group and Charity

	Freehold property £'000	Total £'000
COST/VALUATION		
At 1 April 2024	**8,655**	8,655
AT 31 MARCH 2025	**8,655**	**8,655**
DEPRECIATION		
At 1 April 2024	**-**	-
Charge for the year	**(165)**	(165)
AT 31 MARCH 2025	**(165)**	**(165)**
NET BOOK VALUE		
At 31 March 2024	**8,655**	8,655
AT 31 MARCH 2025	**8,490**	**8,490**

The total cost of freehold property at 31 March 2025 was £8.5 million and consists of eight properties. All eight properties were formally valued between 28 February 2024 and 31 March 2024 by several professional surveyors. Depreciation is charged on freehold buildings on a straight-line basis over a period of 50 years. All eight properties have been reviewed for impairment by the Trustees in accordance with FRS102, the results of which indicated that no further impairment was necessary from the carrying value at year end.

The original cost of the freehold properties was £4.9 million.

6. Investments – Group and Charity

	£'000
MARKET VALUE	
At 1 April 2024	**230**
MARCH 2025	**230**

The property was formally valued between 28 February 2024 and 31 March 2024 by a professional surveyor.

7. Debtors

	Group		Charity	
	2025 £'000	2024 £'000	**2025 £'000**	2024 £'000
Income receivable	**55,321**	44,589	**4,471**	3,513
Other debtors	**15,078**	11,636	**1,549**	4,486
Amounts owed by group entities	**–**	–	**49,992**	49,302
Prepayments	**3,325**	3,384	**3,318**	3,384
TOTAL	**73,724**	**59,609**	**59,330**	**60,685**

Included within 'Income receivable' is an amount of £nil (2024: £0.11 million) relating to amounts invoiced in respect of the 2025/26 financial year. An equivalent amount is included within 'Deferred income' in note 8.

8. Creditors

	Group		Charity	
	2025 £'000	2024 £'000	**2025 £'000**	2024 £'000
Trade creditors	**8,544**	8,304	**8,512**	8,289
Deferred income	**26,326**	10,398	**3,422**	3,280
Social security and other taxes	**18,514**	17,039	**18,526**	16,463
Accruals	**19,611**	22,192	**19,534**	22,062
Other creditors	**4,553**	17,695	**2,442**	12,079
TOTAL	**77,548**	**75,628**	**52,436**	**62,173**

Movements in deferred income

	At 1 April 2024 £'000	Released £'000	Deferred £'000	**At 31 March 2025 £'000**
Group	10,398	(10,398)	26,326	**26,326**
Charity	3,280	(2,839)	2,981	**3,422**

Contract income and grants are accounted for on an accruals basis in the period in which the performance criteria are met. Income is deferred due to the timing of receipts for contract income and grants.

9. Creditors: amounts falling due after more than one year

	Group		Charity	
	2025 £'000	2024 £'000	**2025 £'000**	2024 £'000
Bank and other loans	84	84	**84**	84

The loan from Brighton and Hove City Council is only repayable if the property is sold and is non-interest bearing. It is secured on the freehold property in St Andrew's Road, Portslade, East Sussex.

Change Grow Live has provided Barclays Bank with a Debenture, dated 4 September 2013, in support of its Bond, Guarantee and Indemnity (BGI) facilities and a charge over its freehold property at 140-142 King's Cross Road, London. In respect of the Debenture, a formula has been agreed whereby 'Good UK Debtors under 90 days' have to provide a minimum of two times cover against BGI exposure at any time. As at 31 March 2025, Change Grow Live had £1.9 million BGI exposure (2024: £1.9 million) which was more than covered by 'Good UK Debtors under 90 days' which amounted to £53.8 million (2024: £42.5 million).

10. Provisions for liabilities and charges – Group and Charity

	Pension provisions £'000	Dilapidation provisions £'000	**Total £'000**
At 1 April 2024	887	5,674	6,561
Amounts released in the year	(359)	(419)	**(778)**
Additional amounts provided	–	247	**247**
AS 31 MARCH 2025	**528**	**5,502**	**6,030**

The pension provision includes Local Government Pension Scheme of £nil (2024: £0.02 million) and Social Housing Pension Scheme of £0.5 million (2024: £0.7 million).

11. Limited liability

The liability of each member of the Charity is limited to £1.

12. Unrestricted funds

Unrestricted funds – Group (2024/25)

	Total funds brought forward at 1 April 2024	Net expenditure	Gross transfers between funds	Other recognised gains	**Total funds carried forward at 31 March 2025**
Designated reserves	12,154	(1,983)	–	–	**10,171**
DESIGNATED RESERVES	**12,154**	**(1,983)**	**–**	**–**	**10,171**
Unrestricted funds	24,644	1,911	–	–	**26,555**
Pension reserve	(2,604)	34	–	324	**(2,246)**
FREE RESERVES	**22,040**	**1,945**	**–**	**324**	**24,309**
Revaluation reserve	4,138	–	–	–	**4,138**
Fixed assets net of related loans	3,880	(165)	–	–	**3,715**
TOTAL UNRESTRICTED FUNDS	**42,212**	**(203)**	**–**	**324**	**42,333**

Designated reserves expenditure of £2.0 million represents progression of our strategic plans covering development of our people, development of technological solutions supporting frontline delivery and a service redesign programme.

Unrestricted funds – Charity (2024/25)

	Total funds brought forward at 1 April 2024	Net expenditure	Gross transfers between funds	Other recognised gains	**Total funds carried forward at 31 March 2025**
Designated reserves	12,154	(1,983)	–	–	**10,171**
DESIGNATED RESERVES	**12,154**	**(1,983)**	**–**	**–**	**10,171**
Unrestricted funds	25,307	1,735	–	–	**27,042**
Pension reserve	(2,603)	35	–	324	**(2,244)**
FREE RESERVES	**22,704**	**1,770**	**–**	**324**	**24,720**
Revaluation reserve	4,138	–	–	–	**4,138**
Fixed assets net of related loans	3,880	(165)	–	–	**3,715**
TOTAL UNRESTRICTED FUNDS	**42,876**	**(378)**	**–**	**324**	**42,822**

Unrestricted funds – Group (2023/24)

	Total funds brought forward at 1 April 2023	Net expenditure	Gross transfers between funds	Other recognised gains/(losses)	**Total funds carried forward at 31 March 2024**
Designated reserves	14,089	(1,935)	–	–	**12,154**
DESIGNATED RESERVES	**14,089**	**(1,935)**	**–**	**–**	**12,154**
Unrestricted funds	24,971	(559)	232	–	**24,644**
Pension reserve	(2,816)	27	–	185	**(2,604)**
FREE RESERVES	**22,155**	**(532)**	**232**	**185**	**22,040**
Revaluation reserve	4,123	310	–	(295)	**4,138**
Fixed assets net of related loans	4,264	(152)	(232)	–	**3,880**
TOTAL UNRESTRICTED FUNDS	**44,631**	**(2,309)**	**–**	**(110)**	**42,212**

Unrestricted funds – Charity (2023/24)

	Total funds brought forward at 1 April 2023	Net expenditure	Gross transfers between funds	Other recognised gains/(losses)	**Total funds carried forward at 31 March 2024**
Designated reserves	14,089	(1,935)	–	–	**12,154**
DESIGNATED RESERVES	**14,089**	**(1,935)**	**–**	**–**	**12,154**
Unrestricted funds	25,544	(458)	221	–	**25,307**
Pension reserve	(2,815)	27	–	185	**(2,603)**
FREE RESERVES	**22,729**	**(431)**	**221**	**185**	**22,704**
Revaluation reserve	4,123	310	–	(303)	**4,130**
Fixed assets net of related loans	4,264	(155)	(221)	–	**3,888**
TOTAL UNRESTRICTED FUNDS	**45,205**	**(2,211)**	**–**	**(118)**	**42,876**

The Revaluation reserve relates to freehold properties (note 5).

13. Restricted funds

Restricted funds (2024/25)

	Total funds brought forward as at 1 April 2024 £'000	Income £'000	Expenditure £'000	Net (Expenditure) £'000	Gross Transfer between funds £'000	**Total funds carried forward at 31 March 2025 £'000**
HEALTH AND SOCIAL CARE SERVICES – CAPITAL FUNDS						
a. Brighton and Hove PCT	300	–	–	–	–	**300**
b. Brighton and Hove PCT	253	–	–	–	–	**253**
CAPITAL FUNDS	**553**	**–**	**–**	**–**	**–**	**553**
HEALTH AND SOCIAL CARE SERVICES – REVENUE FUNDS						
c. PHE Capital funding – East Lancashire	24	–	24	(24)	–	**–**
d. PHE Capital funding – Central and North Lancashire	416	–	416	(416)	–	**–**
e. Big Lottery	9	–	–	–	–	**9**
f. Donations to support individuals entering employment	13	112	125	(13)	–	**–**
g. PHE Adder funding	292	4,380	4,380	–	–	**292**
h. Corra	–	237	237	–	–	**–**
i. OHID – IPS Funding	107	3,703	3,722	(19)	–	**88**
j. OHID – SSMTRG	–	64,556	64,556	–	–	**–**
k. MHCLG RS Fund	–	12,554	12,554	–	–	**–**
l. Homeless Support Grant	–	3,341	3,341	–	–	**–**
Revenue Funds	861	88,883	89,355	(472)	–	**389**
RESTRICTED FUNDS – GROUP AND CHARITY	**1,414**	**88,883**	**89,355**	**(472)**	**–**	**942**

a. **Brighton and Hove Primary Care Trust:** Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.

b. **Brighton and Hove Primary Care Trust:** Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014-15.

c. **PHE Capital funding – East Lancashire:** Social Enterprise Scheme for refurbishment and re-sale of furniture.

d. **PHE Capital funding – Central and North Lancashire:** To help create a well led, skilled and valued adult social care workforce.

e. **Big Lottery:** Funding in Hertfordshire, Staffordshire to improve systems and services to meet the needs of families where a parent is dependent on alcohol.

f. **Donations to support individuals entering employment:** Various grants and donations received for specific purposes to support the training and employability of ex-offenders.

g. **PHE Adder funding:** The programme seeks to ensure that more people get effective treatment, with enhanced treatment and recovery provision, including housing and employment support, and improved communication between treatment providers and courts, prisons, and hospitals.

h. **Corra – SCVO Funding Scotland:** Grants to support the delivery of substance use services in Scotland.

i. **OHID – IPS funding:** Individual Placement and Support for drug or alcohol dependency in community treatment services.

j. **OHID – SSMTRG:** Grant received to support drug and alcohol treatment with a focus on reducing drug related crime and deaths.

k. **MHCLG funding:** Grant to support individuals living on the street.

l. **Housing Support Grant:** Grant to support individuals with housing and other related costs.

Restricted funds (2023/24)

	Total funds brought forward as at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net Income £'000	Gross Transfer between funds £'000	**Total funds carried forward at 31 March 2024 £'000**
HEALTH AND SOCIAL CARE SERVICES – CAPITAL FUNDS						
a. Brighton and Hove PCT	300	–	–	–	–	**300**
b. Brighton and Hove PCT	253	–	–	–	–	**253**
CAPITAL FUNDS	**553**	**–**	**–**	**–**	**–**	**553**
HEALTH AND SOCIAL CARE SERVICES – REVENUE FUNDS						
c. PHE Capital funding – East Lancashire	24	–	–	–	–	**24**
d. PHE Capital funding – Central and North Lancashire	416	–	–	–	–	**416**
e. Big Lottery	9	–	–	–	–	**9**
f. Donations to support individuals entering employment	23	74	84	(10)	–	**13**
g. PHE Adder funding	279	2,599	2,586	13	–	**292**
h. Corra	–	94	94	–	–	**–**
i. OHID – IPS Funding	–	1,763	1,656	107	–	**107**
j. OHID – SSMTRG	–	34,029	34,029	–	–	**–**
k. MHCLG RS Fund	–	11,981	11,981	–	–	**–**
l. Homeless Support Grant	–	1,852	1,852	–	–	**–**
Revenue Funds	751	52,392	52,282	110	–	**861**
RESTRICTED FUNDS – GROUP AND CHARITY	**1,304**	**52,392**	**52,282**	**110**	**–**	**1,414**

14. Analysis of net assets between funds

Analysis of Group net assets between funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2025 £'000**
Unrestricted funds	8,167	40,280	(84)	(6,030)	**42,333**
Restricted funds	553	389	–	–	**942**
TOTAL	**8,720**	**40,669**	**(84)**	**(6,030)**	**43,275**

Analysis of Charity net assets between funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2025 £'000**
Unrestricted funds	8,167	40,769	(84)	(6,030)	**42,822**
Restricted funds	553	396	–	–	**949**
TOTAL	**8,720**	**41,165**	**(84)**	**(6,030)**	**43,771**

Analysis of Group net assets between Funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2024 £'000**
Unrestricted funds	8,332	40,525	(84)	(6,561)	**42,212**
Restricted funds	553	861	–	–	**1,414**
TOTAL	**8,885**	**41,386**	**(84)**	**(6,561)**	**43,626**

Analysis of Charity net assets between funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2024 £'000**
Unrestricted funds	8,382	41,140	(84)	(6,561)	**42,877**
Restricted funds	553	850	–	–	**1,403**
TOTAL	**8,935**	**41,990**	**(84)**	**(6,561)**	**44,280**

15. Commitments due under operating leases

	Land and buildings		Other	
	Group 2025 £'000	Group 2024 £'000	**Group 2025 £'000**	Group 2024 £'000
GROSS OBLIGATIONS REPAYABLE ON LEASES:				
expiring within one year	**4,279**	4,068	**450**	607
expiring between two and five years	**6,584**	6,486	**–**	450
expiring in more than five years	**378**	844	**–**	–
TOTAL	**11,241**	**11,398**	**450**	**1,057**

16. Commitments due under operating lease receivable

	Land and buildings	
	Group 2025 £'000	Group 2024 £'000
GROSS OBLIGATIONS RECEIVABLE ON LEASES:		
expiring within one year	**(37)**	(37)
expiring between two and five years	**(74)**	(111)
expiring in more than five years	**–**	–
TOTAL	**(111)**	**(148)**

Operating leases receivable consists of a sublet property to We are With You.

17. Reconciliation of net (expenditure) to net cash outflow from operating activities

	Group 2025 £'000	Group 2024 £'000
NET (EXPENDITURE) FOR THE YEAR	**(675)**	(2,199)
Actuarial and pension gains	**324**	185
Dividends, interest and rents from investments	**(1,518)**	(1,849)
Depreciation charges	**165**	(155)
(Increase) in debtors	**(14,114)**	(4,165)
Increase in creditors	**1,919**	3,162
(Decrease) in provisions	**(531)**	(360)
NET CASH USED IN OPERATING ACTIVITIES	**(14,430)**	**(5,381)**

18. Pension schemes

Introduction

This note provides details of a number of defined benefit pension schemes which Change Grow Live participates in as an employer. With the exception of the Social Housing Pension Scheme, Change Grow Live has obtained formal membership of these NHS and Local Government Pension Schemes (LGPS) as a result of being commissioned to deliver services which required members of these schemes to transfer in to Change Grow Live. All the defined benefit pension schemes are closed to new members.

Change Grow Live is aware of the Virgin Media v NTL Pension Trustees II Limited Court of Appeal judgement which may give rise to adjustments to SHPS, LGPS and NHS pension schemes. At present the legal process is incomplete and therefore we are unable to quantify any potential liabilities.

Social Housing Pension Scheme

Change Grow Live participated in the Social Housing Pension Scheme (SHPS), a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK. Within the scheme, Change Grow Live operated a final salary benefit structure with a 1/60th accrual rate for its members. The scheme is closed to new members and it was closed to future accrual as at 1 April 2017 and the three active members at that time were transferred into the SHPS defined contribution scheme. For Financial Years ending on or after 31 March 2020 the way in which an employer's Defined Benefit pension obligation in SHPS is stated in its company accounts has changed. Previously there has been insufficient information available for an employer in SHPS to account for its obligations on a Defined Benefit basis (i.e. stating assets and obligations).

As a result, and as required by FRS 102, employers have been accounting for the obligation by stating the present value of agreed future deficit repayment contributions. For financial years ending on or after 31 March 2020, sufficient information is available for an employer in SHPS to account for its obligations on a defined benefit basis.

Accordingly, the change from the present value of agreed future deficit repayment contributions to the FRS102 accounting disclosures are detailed on the following page in respect of the SHPS.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2024. This valuation revealed a deficit of £1.4 million. A recovery plan has been put in place with the aim of removing this deficit by 31 March 2028.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive. The latest accounting valuation was carried out with an effective date of 30 September 2023. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2024 to 28 February 2025 inclusive. The liabilities are compared, at the relevant accounting date, with the company's fair share of the scheme's total assets to calculate the company's net deficit or surplus.

	2025 £'000	2024 £'000
BALANCE SHEET AT 31 MARCH 2024		
Market value of assets	**3,156**	3,208
Liabilities	**(3,684)**	(3,956)
(DEFICIT)	**(528)**	**(748)**
CHANGES IN THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATIONS ARE AS FOLLOWS:		
Opening defined benefit obligation	**(3,956)**	(3,516)
Interest expense	**(190)**	(168)
Actuarial (losses) due to scheme experience	**(133)**	(471)
Actuarial gains due to changes in demographic assumptions	**-**	45
Actuarial gains due to changes in financial assumptions	**460**	23
Benefits paid and expenses	**139**	135
Participant contributions	**-**	-
Expenses	**(4)**	(4)
DEFINED BENEFIT OBLIGATION AT THE YEAR END	**(3,684)**	**(3,956)**
CHANGES IN THE FAIR VALUE OF THE SCHEME ASSETS ARE AS FOLLOWS:		
Fair value of scheme asset at 1 April 2024	**3,208**	2,859
Interest income	**158**	140
Experience on plan assets (excluding amounts included in interest) (loss)/income	**(258)**	167
Employer contributions	**187**	177
Benefits paid and expenses	**(139)**	(135)
FAIR VALUE SCHEME ASSETS AT THE YEAR END	**3,156**	**3,208**
THE AMOUNTS INCLUDED WITHIN THE STATEMENT OF FINANCIAL ACTIVITIES ARE AS FOLLOWS:		
Net interest expense	**(32)**	(28)
Expenses	**(4)**	(4)
TOTAL AMOUNT CHARGED WITHIN NET (EXPENDITURE)	**(36)**	**(32)**
DEFINED BENEFIT COSTS RECOGNISED IN OTHER COMPREHENSIVE INCOME		
Experience on plan assets (excluding amounts included in net interest cost) – (losses)/gains	**(71)**	344
Experience (losses) arising on the plan liabilities	**(133)**	(471)
Effects of changes in the demographic assumptions	**-**	45
Effects if changes in the financial assumptions	**460**	23
REMEASUREMENT EFFECTS RECOGNISED IN OVERALL FUNDS MOVEMENT	**256**	**(59)**
TOTAL AMOUNT CHARGED TO THE STATEMENT OF FINANCIAL ACTIVITIES	**220**	**(91)**

18. Pension schemes (continued)

	Assets at 31 March 2025		Assets at 31 March 2024	
	£'000	**%**	£'000	%
Global Equity	**353**	**11.2**	320	10.0
Absolute Return	**-**	**-**	125	3.9
Distressed Opportunities	**-**	**-**	113	3.5
Credit Relative Value	**-**	**-**	105	3.3
Alternative Risk Premium	**-**	**-**	102	3.2
Emerging Markets Debt	**-**	**-**	41	1.3
Liquid Alternative	**585**	**18.5**	-	-
Risk Sharing	**-**	**-**	188	5.9
Insurance Linked Securities	**10**	**0.3**	17	0.5
Property	**158**	**5.0**	129	4.0
Infrastructure	**1**	**-**	324	10.1
Private equity	**3**	**0.1**	3	0.1
Private Debt	**-**	**-**	126	3.9
Real Asset	**378**	**12.0**	-	-
Private Credit	**386**	**12.2**	-	-
Credit	**121**	**3.8**	-	-
Investment Grade Credit	**97**	**3.1**	-	-
Opportunistic Illiquid Credit	**-**	**-**	125	3.9
Cash	**43**	**1.4**	63	2.0
Long Lease Property	**1**	**-**	21	0.7
Secured Income	**53**	**1.7**	96	3.0
Liability Driven Investment	**955**	**30.3**	1,305	40.7
Currency Hedging	**5**	**0.2**	(1)	0.0
Net Current Assets	**7**	**0.2**	6	0.0
TOTAL	**3,156**	**100.0**	**3,208**	**100.0**

MORTALITY ASSUMPTIONS BASED ON THE FOLLOWING LIFE EXPECTANCIES	Life expectancy at age 65 (Years)
Male retiring in 2025	**20.5**
Female retiring in 2025	**23.0**
Male retiring in 2045	**21.7**
Female retiring in 2045	**24.5**

ACTUARIAL ASSUMPTIONS: FINANCIAL	Beginning of year	End of year
Rate of RPI inflation	**3.2%**	3.1%
Rate of CPI inflation	**2.8%**	2.8%
Rate of increase in salaries	**3.8%**	3.8%
Rate of increase in pensions	**3.8%**	3.8%
Discount rate	**4.9%**	5.8%

The leaving employer's share of the buy-out debt is the proportion of the scheme's liability attributable to employment with the leaving employer compared to the total amount of the scheme's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total scheme liabilities, scheme investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time. Change Grow Live has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the scheme, based on the financial position of the scheme as at 30 September 2024. At this date the estimated employer debt for Change Grow Live was £1.6 million. The next valuation is expected to be published in November 2025. Change Grow Live has taken steps to mitigate this employer debt and has a SHPS defined contribution scheme alongside the defined benefit scheme. Ongoing membership of this defined contribution scheme will mean that Change Grow Live would not be in a cessation position and the employer debt would not therefore fall due.

NHS Pension Scheme for England and Wales

Change Grow Live has separate Directions Body status in 56 areas with NHS pensions during the year to 31 March 2025 (2024:56). Past and present employees are covered by the provisions of the two NHS Pension Schemes.Details of the benefits payable and rules of the schemes can be found on the NHS Pensions website at **www.nhsbsa.nhs.uk/pensions**. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The total employer contributions payable in 2024/25 were £1,375,974 (2023-2024: £1,469,477).

At 31 March 2025 there were 270 (2024: 288) active members in the scheme employed by Change Grow Live.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that the period between formal valuations shall be four years, with approximate assessments in intervening years.

An outline of these follows:

a. Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2022, and rolling forward that liability to 31 March 2023. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used. The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b. Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from April 2024.

The Department of Health and Social Care has recently laid Scheme Regulations confirming that the employer contribution rate will increase to 20.6% of pensionable pay from this date. Change Grow Live has confirmation that the employer contribution will remain at 14.38% and that central payment will be made by NHS England and the Department of Health and Social Care for the respective proportions of the additional 6.22%.

18. Pension schemes (continued)

Local Government Pension Schemes

In the process of taking over certain contracts, Change Grow Live gains admission body status into Local Government Pension Schemes which are multi-employer defined benefit schemes. During the year Change Grow Live had admission body status with the, Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund. All of these schemes are closed to new entrants from Change Grow Live.

Accordingly, the FRS 102 disclosures below relate to, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund and all six schemes are disclosed together as required by FRS 102.

The Charity has not recognised the pension surplus on its balance sheet for Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the Merseyside Pension fund, the Reading Pension Fund and Norfolk Pension Fund as FRS 102 only permits a surplus to be recognised where the employer is able to recover that surplus either through reduced contributions in future or through refunds from the plan.

	2025 £'000	2024 £'000
Balance Sheet at 31 March 2025		
Market value of assets	**4,136**	4,725
Liabilities	**(4,136)**	(4,744)
(DEFICIT)	**-**	**(19)**
SPLIT BETWEEN THE SCHEMES		
The Nottinghamshire County Council Pension Fund	**244**	59
The West Midlands Pension Fund	**1,677**	1,190
The London Borough of Lewisham Pension Fund	**164**	95
Merseyside Pension Fund	**24**	(6)
Reading Pension Fund	**6**	(13)
Norfolk Pension Fund	**217**	151
TOTAL	**2,332**	**1,476**
CHANGES IN THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATION ARE AS FOLLOWS:		
Opening defined benefit obligation	**(4,744)**	(4,593)
Defined benefit obligation on admission to scheme	**-**	-
Interest cost	**(233)**	(222)
Actuarial gain	**988**	227
Benefits paid	**6**	5
Participant contributions	**(32)**	(33)
Past service cost	**-**	-
Current service cost	**(121)**	(128)
DEFINED BENEFIT OBLIGATION AT THE YEAR END	**(4,136)**	**(4,744)**

	2025 £'000	2024 £'000
CHANGES IN THE FAIR VALUE OF THE SCHEME ASSETS:		
Opening fair value of scheme assets	**6,220**	5,599
Interest income on plan assets	**305**	269
Return on scheme assets (less)/greater than discount rate	**(153)**	248
Administration expenses	**(1)**	-
Actuarial gain	**(2,338)**	(1,496)
Employer and participant contributions	**120**	110
Benefits returned	**(17)**	(5)
FAIR VALUE OF SCHEME ASSETS AT THE YEAR END	**4,136**	**4,725**
CHANGES IN THE FAIR VALUE OF THE SCHEME ASSETS ARE AS FOLLOWS:		
Net interest on net defined benefit liability	**(72)**	(47)
Current service cost	**121**	128
TOTAL AMOUNT CHARGED WITHIN NET INCOME	**49**	**81**
Net defined benefit liability b/fwd on admission to the schemes		
Actuarial loss	**1,507**	1,311
Return on scheme assets less/(greater) than discount rate	**137**	(188)
REMEASUREMENT EFFECTS RECOGNISED IN OVERALL FUNDS MOVEMENT	**1,644**	**1,123**
TOTAL AMOUNT CHARGED TO THE STATEMENT OF FINANCIAL ACTIVITIES	**1,693**	**1,204**

	Assets at 31 March 2025		Assets at 31 March 2024	
	£'000	**%**	£'000	%
ADDITIONAL DISCLOSURE ITEMS:				
Equities	**3,298**	**51.1**	4,032	64.7
Government Bonds	**1,793**	**27.8**	1,052	16.9
Other Bonds	**200**	**3.1**	154	2.5
Property	**566**	**8.8**	552	8.9
Cash/Liquid	**288**	**4.5**	206	3.3
Other	**306**	**4.7**	231	3.7
TOTAL	**6,451**	**100.0**	**6,227**	**100.0**

18. Pension schemes (continued)

ACTUARIAL ASSUMPTIONS: FINANCIAL	Beginning of year	End of year
Rate of RPI inflation	**3.1%**	**3.0%**
Rate of CPI inflation	**2.8%**	**2.8%**
Rate of increase in salaries	**3.8%**	**3.8%**
Rate of increase in pensions	**2.6%**	**2.8%**
Discount rate	**4.9%**	**5.6%**

MORTALITY ASSUMPTIONS BASED ON THE FOLLOWING LIFE EXPECTANCIES	Life expectancy at age 65 (Years)
Male retiring in 2025	**20.5**
Female retiring in 2025	**23.0**
Male retiring in 2045	**21.7**
Female retiring in 2045	**24.5**

19. Subsidiary companies

Change Grow Live Services Ltd

(Company number 6228752 (England and Wales))

Change Grow Live Services Ltd undertakes contracts delivering a broad range of health and social care services and commenced trading on 1 October 2017. The company outsources this work to Change Grow Live, its parent company, at a value equal to income receivable under the terms of the service contract less a fee in line with the service agreement between the two organisations.

	2025 £'000	2024 £'000
Income	**308,630**	265,169
Expenditure	**(307,093)**	(263,785)
PROFIT BEFORE GIFT AID	**1,537**	**1,384**

	2025 £'000	2024 £'000
Gross assets	**73,811**	61,002
Total liabilities	**(73,811)**	(61,002)
NET ASSETS	**-**	**-**

The results of Change Grow Live Services Ltd for the years to 31 March 2025 and 2024 are consolidated in these financial statements.

Bounce Back Foundation

(Company Number 07675301 (England and Wales)) (Charity Number 1144297 (England and Wales))

Change Grow Live became the sole member of Bounce Back Foundation on 29 July 2020.

Bounce Back Foundation is a registered charity, limited by guarantee. Its primary objective is the rehabilitation of ex-offenders, the relief of unemployment and the advancement of education and training principally with ex-offenders but also other socially excluded or marginalised people.

	2025 £'000	2024 £'000
Income	**2,756**	2,586
Expenditure	**(2,649)**	(2,728)
NET INCOME/ (EXPENDITURE)	**107**	**(142)**

	2025 £'000	2024 £'000
Gross assets	**814**	1,834
Total liabilities	**(1,262)**	(2,389)
NET LIABILITIES	**(448)**	**(555)**

The results of Bounce Back Foundation Ltd for the years to 31 March 2025 and 2024 are consolidated in these financial statements.

Social enterprises

Bounce Back Project Limited

(Company number 8699910 (England and Wales))

Bounce Back Project Limited is a UK incorporated and registered company, consisting of 100 ordinary shares of £1, which is a wholly owned subsidiary of Bounce Back Foundation.

Bounce Back Project Limited is a painting and decorating and construction social enterprise, offering training and work experience.

The results of Bounce Back Project Limited for the year to 31 March 2024 and the year to 31 March 2025 are consolidated in these financial statements.

The income and expenditure of Bounce Back Project Limited and their balance sheet at 31 March 2025 and 31 March 2024 are summarised below:

	2025 £'000	2024 £'000
Income	**107**	270
Expenditure	**(94)**	(249)
NET INCOME	**13**	**21**

	2025 £'000	2024 £'000
Gross assets	**112**	166
Total liabilities	**(495)**	(562)
NET LIABILITIES	**(383)**	**(396)**

Dormant subsidiary companies

Change Grow Live also has the following wholly owned subsidiary companies, none of which have traded during the year, nor since incorporation:

Crime Reduction Initiatives Limited – company number 9832039, limited by guarantee, Nil net assets/liabilities. Crime Reduction Initiatives Limited is a dormant subsidiary registered in England and Wales and is consolidated within these accounts. There were no transactions with Change Grow Live during the year.

20. Investments

On 29 July 2020, Change Grow Live acquired a 100% interest in Bounce Back Foundation at a cost of £50,000.

21. Capital commitments – Group and Charity

There are no capital commitments at the year end and the prior year.

22. Trustee and related party transactions

During the year, Change Grow Live was supported by Build on Belief Limited in the delivery of its services across a number of locations. Trustee Tim Sampey is the Chief Executive of Build on Belief. During 2024/25, the value of services provided was £862,120 (2023/24: £432,091). These services are provided at arm's length and Tim Sampey is not involved in the provision of these services. At 31 March 2025 there were outstanding fees of £29,011 (2024: £62,690). Trustee Caroline Shuldham in a Non-Executive Director at RCN1 (RCN Publishing Ltd) the value of invoices received from RCN was £15,405 2024-25 (2023-24: £nil).

There are no other related party transactions outside of those with group companies already disclosed above.

During the year, no Trustee received any remuneration (2024 2025: £nil). Three trustees (2023/24: five trustees) received general travel expenses of £619 (2023/24: £1,272).

During the year, Change Grow Live continued its insurance policy to indemnify the charity Trustees or other officers against all risks except for dishonesty, fraud or deliberate breach of trust. The insurance cost £4,961 (2023/24: £4,510).

During the year, £210 million (2023/24: £172.1 million) was receivable from Change Grow Live Services Ltd. At the year end, £48.5 million (2023/24: £48.6 million) was due from Change Grow Live Services Ltd.

During the year, £1.42 million (2023/24: £2.59 million) was receivable from Bounce Back Foundation Limited. At the year end, £0.30 million (2023/24: £0.61 million) was due from Bounce Back Foundation.

During the year, £nil million was receivable from Bounce Back Project Limited to Bounce Back Foundation

(2023/24: £nil million). At the year end, Bounce Back Project Limited owed £nil million (2023/24: £0.03 million) to Bounce Back Foundation.

R.100

23. Ten-year summary

The table below discloses Change Grow Live and the Group's financial performance over the last 10 years and includes details of annual growth rates and return on 'Incoming resources'.

	Group 2024/ 25 £'000	Group 2023/ 24 £'000	Group 2022/ 23 £'000	Group 2021/ 22 £'000	Group 2020/ 21 £'000	Group 2019/ 20 £'000	Group 2018/ 19 £'000	Group (Restated) 2017/ 18 £'000	Group 2016/ 17 £'000	Group 2015/ 16 £'000
Incoming resources	**339,714**	307,341	284,265	242,225	220,126	219,120	212,573	195,546	155,970	158,326
Growth %	**11%**	10%	17%	10%	0%	3%	9%	25%	(1%)	12%
Resources expended	**(340,389)**	(309,540)	(283,200)	(238,680)	(213,838)	(215,163)	(210,332)	(192,976)	(152,433)	(156,310)
Net (expenditure)/ income	**(675)**	(2,199)	1,065	3,545	6,288	3,957	2,241	2,570	3,537	2,016
%	**(0.2%)**	(0.7%)	0.4%	1.50%	2.90%	1.80%	1.10%	1.30%	2.30%	1.30%
Other recognised gains/(losses)	**324**	(110)	1,882	1,647	(1,946)	1,066	(1,036)	127	(244)	2,324
Net movements in funds	**(351)**	(2,309)	2,947	5,192	4,342	5,023	1,205	2,697	3,293	4,340
%	**(0.1%)**	(0.80%)	1.00%	2.10%	2.00%	2.30%	0.60%	1.40%	2.10%	2.70%
TOTAL FUNDS CARRIED FORWARD	**43,275**	**43,626**	**45,935**	**42,988**	**37,796**	**33,454**	**28,431**	**27,226**	**24,529**	**21,236**

Notes:
% above is in relation to 'Incoming resources'.

CHANGE, GROW, LIVE

England & Wales - Charity number 1079327

Accounts

Change
Grow
Live

We believe in people

Annual report 2024



Change Grow Live is a charity dedicated to helping individuals overcome life's challenges and achieve their full potential.

Providing vital services across England and Scotland, our compassionate and skilled teams offer support to more than 200,000 people dealing with substance use, homelessness, and challenges within the criminal justice system every year.

Our mission:

To help people change the direction of their lives, grow as individuals, and live life to its full potential.

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Chantel
Outreach Team Leader











It is thanks to the support and contributions of so many dedicated people that our work has continued to thrive this year.

We would especially like to thank:

The people who access our services
for being the reason we exist and for continuing to inspire us to believe in people.

The people who work and volunteer in our services
for making a real and lasting difference in people's lives every single day.

Our commissioners
for supporting us to innovate and develop the way we work.

Our partners
for helping us to build the frameworks that will support people for years to come.

Dame Carol Black
for providing the vision and ambition that is driving our sector forward.

Making a difference

How our support and care have made a positive impact on the lives of vulnerable people and communities over the past year.

27.8%

more under 18s accessed treatment through our services compared to last year.

222,401

hours donated by our volunteers.

They gave up their time to give people the support and inspiration they need to change their lives.



39.6%

of our services operated in the top third most deprived areas.

This means that we work with some of the most marginalised people in society who have been disproportionately affected by health and social inequalities.



37,615

Naloxone kits handed out.

Naloxone temporarily reverses the effects of an opioid overdose and can save lives.

203,831

people worked with.

On each occasion we helped someone to change the direction of their lives, grow as an individual and live life to its full potential.

10.8%

more people accessed support through our prisons and community services compared to the previous year.

40,809

people were tested for Hepatitis C.

Hepatitis C disproportionately affects people receiving support from drug treatment services.

1,569

of those people started potentially lifesaving Hepatitis C treatment.

A message from our Chief Executive, Mark Moody



We're living in uncertain times. A new Government; serious, ongoing pressures on public finances and services; and, for people accessing treatment and support, already difficult situations that may well be getting harder.

We're seeing more people, in more complex circumstances, approaching our services. This comes as we try to respond to a changing drug market and shifting patterns of substance use, including the emerging risks from nitazenes and other synthetic substances.

Over the past 12 months we've anticipated and adapted to this new environment by looking at the way our charity operates, and by continuing to deliver the best possible care for people who access Change Grow Live's services.

I'm proud that we now have some of the lowest central costs in our history, meaning more of our resources are focused on frontline delivery. We're also investing in organisation-wide transformation, with the involvement of people who use our services, to align ourselves with the world-leading AAAQ framework and make our support and care more Available, Accessible, Acceptable and of higher Quality.

When we were founded in 1977, our offer was simple: we provided housing for people released from prison. Now, nearly five decades later, we support people who need help with their drug or alcohol use, those experiencing homelessness, and others involved in the criminal justice system.

Through years of building our understanding and expertise in these areas, alongside our ongoing commitment to providing integrated services, we're well placed to offer more people the support they need – or, if we can't do this ourselves, to help them find somewhere that can.

As the new Government takes office, it's important to acknowledge the commitment of the Drug Strategy and related funding to addressing years of disinvestment into treatment services. Investment must continue if we, as a sector, are to continue providing the transformative offers that individuals, communities and society need and deserve.

Sustained investment into drug treatment not only helps people who access services; it also results in public savings. From reducing pressure on hospitals, prisons and the police to decreasing the number of children entering care and improving school attendance, the benefits of investment in our sector are far-reaching.

And, as a charity, we must continue to learn and innovate. I am particularly pleased that this year we have appointed a new Chief Financial Officer and, for the first time, a Chief People Officer. Their expertise will be instrumental in driving our organisation forward.

By making the best use of our resources, expertise and hard-won insights, we can make sure the funding we receive has the greatest impact.

Finally, I would like to pay tribute and say a heartfelt thank you to our passionate staff, volunteers and others who represent the people who use our services. It is your talent, dedication and hard work that allow us to achieve so much.

> **We're seeing more people, in more complex circumstances, approaching our services.**
>
> **Mark Moody** | Chief Executive, Change Grow Live

A message from our Chair of Trustees, Sue Killen



This year has been one of change. We have a new government installed in Downing Street, bringing with it a fresh agenda and a new outlook on the challenges we face as a charitable organisation. At the same time, we've revisited our overall strategy and vision, exploring ways to improve as an organisation. These developments are very exciting.

But this year has also presented significant challenges for many people. The economic environment has been uncertain as pressure on health and social care services has increased. But, despite these challenges, we remain committed to adapting and finding innovative solutions to continue providing vital services.

Change requires time and resources. So, this year, we made the strategic decision to operate at a deficit. This decision allowed us to invest in and improve our services offering. By strengthening our central teams with additional expertise and improving the models we use to deliver support, we can ensure that all our services run more efficiently. This, in turn, will make life easier for our staff and volunteers.

As a trustee, I am never prouder than when I visit our services and witness the incredible work our teams do every day. The dedication and innovation our people bring to supporting some of the most vulnerable individuals in our communities are truly inspiring. This commitment is also reflected through our volunteers and peer mentors, particularly those with lived experience. By bringing people who have used our services into the organisation, we gain powerful voices that not only support others but are also imperative in shaping our future direction.

One area of significant accomplishment this year has been our work with children and young people. Helping young people to change their lives for the better is especially rewarding, as we know the long-term benefits of our intervention. The socioeconomic advantages of supporting young people are substantial, and I am delighted that this has been a growing focus over the past year.

This focus aligns with the new government's emphasis on tackling child poverty. Too often, the challenges we address are most prominent in the most deprived areas, affecting not only individuals but also their families and communities.

By working more efficiently and collaboratively, we can bring about lasting change, and I hope this is reflected in the stories you read in our Annual Report.

We understand that everything we do has to make a difference. To the people who use our services, we remain here for you.

Sue Killen | Chair of Trustees, Change Grow Live

We understand that everything we do has to make a difference. To the people who use our services, we remain here for you. The strength and resilience you show inspires us daily, and we are here to help you navigate your challenges with care and compassion.

I am proud of the values that Change Grow Live measures themselves against and passionate about the range of services we deliver. I want to thank our board, trustees, employees, volunteers, and the people who use our services for making Change Grow Live what it is today.

As we move forward, I invite you to continue engaging with us, whether as a supporter, volunteer, or simply by sharing your feedback. Together, we can make an even greater difference.

Finally, I'd like to pay tribute to our long-standing board member, Rachel Atkinson, who sadly passed away in September 2023. Rachel was a part of Change Grow Live for more than 6 years and was integral in shaping our thinking and the values that run through our organisation today.

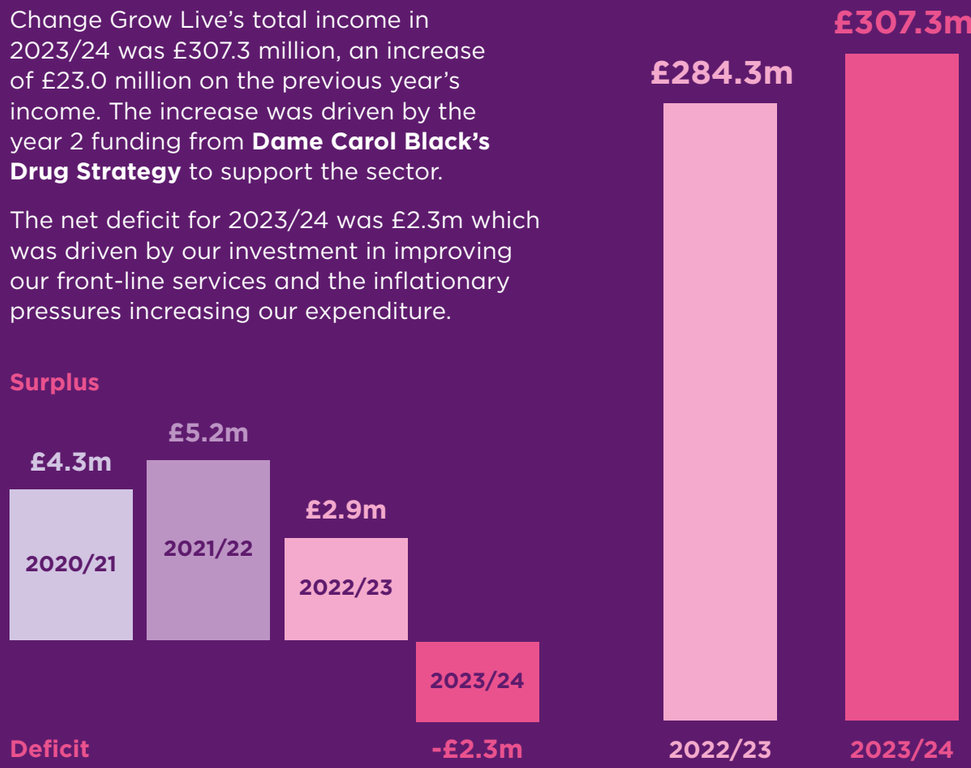
Financial highlights

When it comes to running our contracts and supporting individuals, we want to make sure that every penny counts and we strive to deliver the most effective and efficient support to the individuals who require our assistance.

Change Grow Live income 2023/24

Change Grow Live's total income in 2023/24 was £307.3 million, an increase of £23.0 million on the previous year's income. The increase was driven by the year 2 funding from **Dame Carol Black's Drug Strategy** to support the sector.

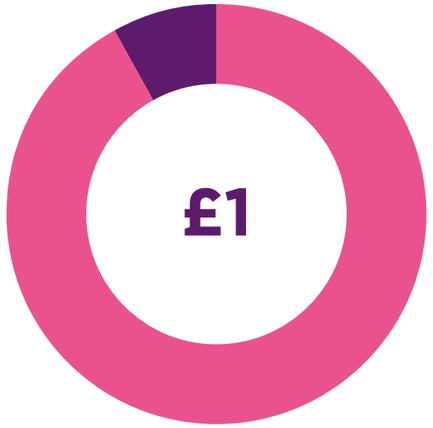
The net deficit for 2023/24 was £2.3m which was driven by our investment in improving our front-line services and the inflationary pressures increasing our expenditure.



Change Grow Live expenditure 2023/24

Our expenditure in 2023/24 increased by £26.3 million to £309.5 million. The impact of UK inflation and cost of living pressures has increased our service costs and we are looking at ways to improve efficiency and effectiveness to alleviate this pressure. A number of key strategic projects commenced, with total spend of £1.9 million which was designated not only to help improve our service user experience but also to improve our efficiency.

We aim to spend as much as possible of our revenue on our service users. Out of every £1 we are paid, we spend 92p on our front-line delivery and 8p on support functions that enable and deliver key activities for our front line teams.



For every £1:

- **92p** is spent on our front-line delivery
- **8p** is spent on support functions

	2023-24 £m	2022-23 £m
INCOME		
Charitable Activities – Health and Social care services	**301.7**	278.8
Charitable Activities – Training and Education	**2.7**	3.7
Investment income	**1.8**	0.8
Donations	**0.1**	0.1
Other	**1.0**	0.9
TOTAL	**307.3**	**284.3**
EXPENDITURE		
Direct charitable activities – Health and Social care services	**282.5**	255.7
Direct charitable activities – Training and Education	**2.3**	3.1
Support costs of charitable activities	**24.7**	24.4
TOTAL	**309.5**	**283.2**

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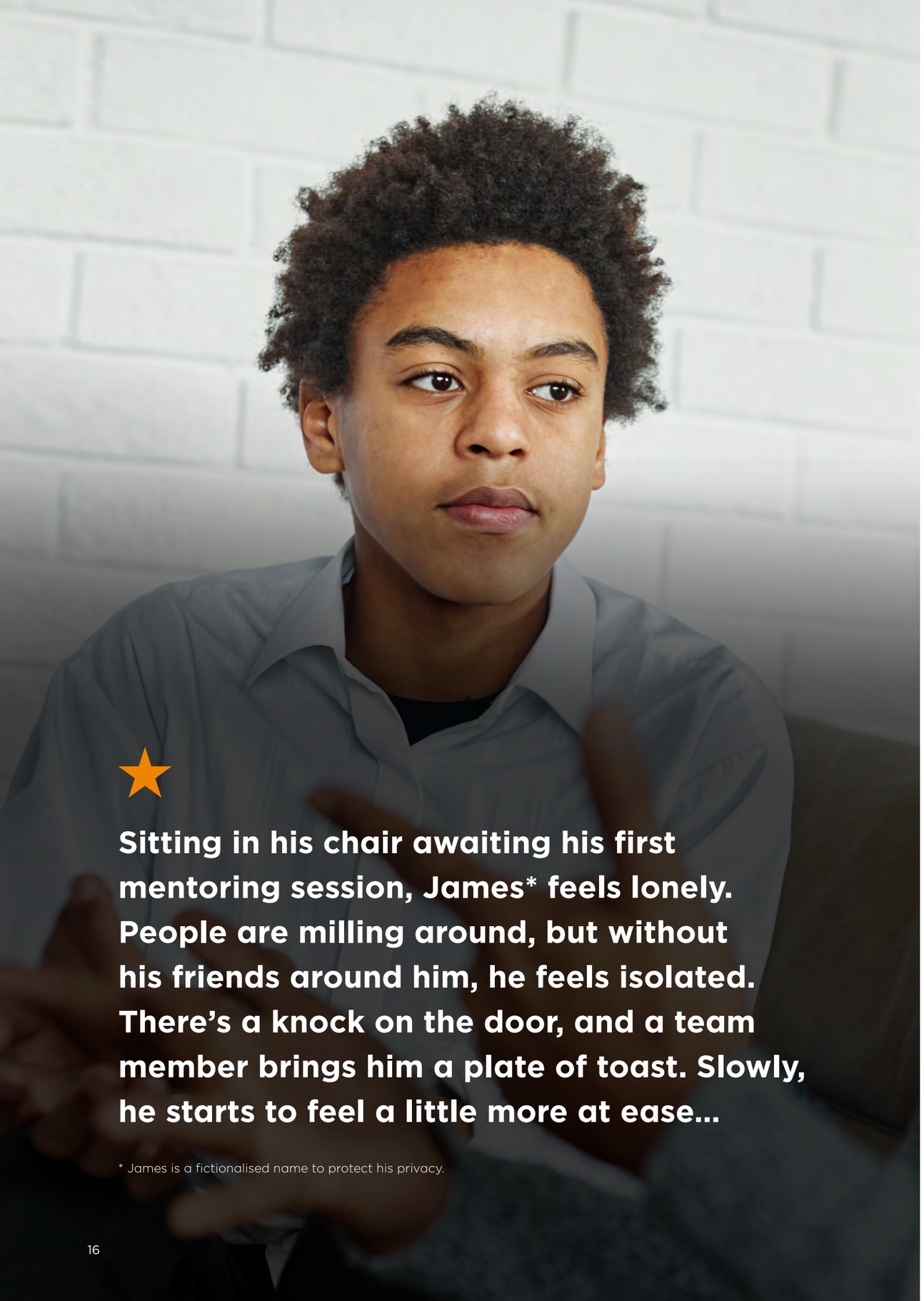
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Jordan
Social Media Volunteer



Sitting in his chair awaiting his first mentoring session, James* feels lonely. People are milling around, but without his friends around him, he feels isolated. There's a knock on the door, and a team member brings him a plate of toast. Slowly, he starts to feel a little more at ease...

* James is a fictionalised name to protect his privacy.

Children and young people

At Change Grow Live, our Children and Young People services aim to create a society where all children and young people can thrive.

Through our 46 projects, we aspire to ensure every child can be happy, healthy and safe, giving them every opportunity to reach their full potential.

Our support begins with universal prevention, empowering young people to make positive lifestyle choices. We deliver drug and alcohol sessions in schools, run health campaigns and provide online advice, helping young people to make more informed decisions about their drug and alcohol use. Last year, we delivered over 750 information, advice and guidance sessions to 31,900 children and young people.

We understand that we can't do this alone. By training other professionals working with children and young people, we make sure everyone shares in the responsibility. Last year, we provided drug and alcohol awareness training to 9,019 professionals. Over 95% of them said they felt more confident in providing information and advice to young people, using Change Grow Live's 'What's the Score?' Screening Toolkit. This whole-system approach encourages a 'no wrong door' policy for evidence-based drug and alcohol support.

However, many young people have already developed a more problematic relationship with drugs and alcohol. For them, we offer quick access to specialist, care-planned treatment. Here, they can work more closely with a practitioner who will coordinate a more structured programme of care.

750

information, advice and guidance sessions delivered last year.

These were attended by

31,900

children and young people



Eve
Case Manager

For these young people, drug and alcohol misuse is often a symptom rather than a cause. This means they often have co-existing psychological, social and healthcare needs. Last year, these wider vulnerabilities increased:

56.6%
presenting with a mental health comorbidity

39.8%
self-harming

23.5%
involved in offending

15.4%
at risk of criminal or sexual exploitation

Because we're deeply embedded within local partnerships, referrals for treatment come from a wide range of partner agencies, including education, youth offending teams, children's social care and mental health services. Across the country, we are now working with 3,947 children and young people in treatment.

For these young people, drug and alcohol misuse is often a symptom rather than a cause. This means they often have co-existing psychological, social and healthcare needs. Last year, these wider vulnerabilities increased, with 56.6% presenting with a mental health comorbidity, 39.8% self-harming, 23.5% involved in offending and 15.4% at risk of criminal or sexual exploitation.

To ensure these range of needs are met, multi-agency working is essential. Where partner agencies are not already involved, our teams do a great job in brokering their support and advocating for the young people we work with.

This role is essential to ensure these needs do not go unaddressed, especially given the increasing thresholds for children's mental health and social care support. Where multiple partnership agencies are involved, our Young People's Resilience Workers ensure that care is coordinated, and the child's voice remains central to decision making across the partnership.

In our case studies, we've highlighted some of the many collaborations we've fostered with these organisations, including integrated mental health support with Child and Adolescent Mental Health Service (CAMHS) in Chesterfield and the Thriving Families project in Manchester.

Much of this success would not have been achievable without the crucial investment received through the National Drug Strategy. But it's the commitment and expertise within our teams and across our partners, coupled with the resilience and ingenuity of young people themselves, that has led to the positive changes we've seen this past year.

"I didn't know what I needed until I came here. You helped me understand what I want from my life and helped clear the path so I can be that person. I will remember you forever."

Young person | aged 15

Case Study

Collaborative working

Change Grow Live is a large and diverse charity.

With expertise across the spectrum of drug and alcohol support, and the related fields of homelessness and criminal justice, we can share knowledge and expertise to provide the best service offering we can.

However, it's only by combining this expertise with those of other organisations that we can deliver holistic services that make a difference to the 'whole person'. These examples show how Change Grow Live provides integrated services for young people with a range of complex needs.



Youth justice partnership, Nottingham

In Nottingham, we have a long-standing relationship with the Youth Justice Service (YJS) to support young people that are both drug and alcohol experienced and involved in offending behaviour. Two Change Grow Live workers are based within the Youth Justice Service, which helps us share information and make referrals more smoothly.

One of our partnership initiatives helps prevent first-time offenders from receiving a criminal record for cannabis possession. By providing out of court disposal (OOCD) services at our hub – The Place, we support young people to address the root causes of their offending behaviour, including their substance use, as an alternative to court attendance. This ensures young people receive education and develop new skills, reducing the likelihood of re-offending.

As an OOCD panel member, we provide specialist knowledge to the panel and help decide appropriate disposals and diversionary support for young people, helping them avoid unnecessary criminal records. Many of these young people continue to engage with the service voluntarily for longer-term support.

In the last year, we had 425 referrals into the service, of which 25% were from the Youth Justice Service. Of those, 87% left our service having met their care plan.

In the last year, in Nottingham, we had:

425

referrals into the service

25%

of which were from the YJS

of those...

87%

left our service having met their care plan

Jasmine

Children and Young Person's Therapist

Thriving Families, Manchester

Working with adults and children, the Thriving Families initiative is a pioneering multi-agency approach aimed at addressing complex family challenges in Manchester. Particularly focussing on neglect, emotional abuse and other safeguarding concerns, the initiative brings together expertise from various services, including mental health, domestic abuse, substance use, and social care.

As the leading agency responsible for addressing substance use within families, we play a pivotal role, ensuring interventions are tailored to the specific needs of each family, contributing to the overall goal of sustainable change.

Designed to operate as a one-stop shop for family support, all partners are co-located across three hubs, enabling close collaboration and real-time communication between teams. While we focus on substance use, we're also working in tandem with mental health practitioners from Manchester Mind, domestic abuse workers from Talk Listen Change, and family help workers from Manchester City Council.

Launched in January 2024, the initiative is already showing promising results in terms of improving family outcomes. The strong, trusting relationships built between the teams and families have been crucial in breaking down barriers to engagement, particularly among those who have historically been resistant to intervention.

One family presented multiple issues, including concerns about low school attendance and neglect among the five children. By working with Change Grow Live and our partners, the father has greatly improved his parenting skills. Now, three of his children are living with him. Although the mother was initially hesitant, she is now starting to engage with support, which is a positive step forward.

By supporting the parents, the children were able to stay at home, improving their situation, and representing a real-life cost-saving of over £1 million, compared to the potential cost of residential care.

The gold standard for multi-agency collaboration, Thriving Families demonstrates how a coordinated, holistic approach can lead to meaningful and lasting change in the lives of vulnerable families.

Partnership working, Waltham Forest

Our Waltham Forest team has cultivated strong and collaborative relationships with local services, including CAMHS, the Youth Justice System (YJS), and the Leaving Care Hub.

Alongside this, we were approached to support the local Mother and Baby unit to ensure that when parents were leaving the unit they did not lapse. We're now onto our third round of group sessions following the introduction of our Parenting Relapse Prevention Programme.

Parents have told us that these group sessions have helped them change their attitudes towards substance use, improving their relationships with their children and their own wellbeing.

The success of this programme was highlighted during a recent Ofsted inspection, where the Mother and Baby Units showcased our resources as a key example of effective intervention.

> **Thanks for being so proactive and working so hard to keep us all in the loop.**
>
> **CAMHS Practitioner**

The positive feedback from parents and the units shows just how much this programme is helping our community.

Since launching the programme in February 2024, we have seen eight referrals, all of whom have successfully completed the programme.

CAMHS joint appointments, Derbyshire

In Derbyshire, we've worked closely with CAMHS to create a partnership that shares responsibility for young people with co-existing substance use and mental health needs.

By integrating the two teams, we've broken down traditional barriers to joined-up care between mental health and drug and alcohol provision. This partnership initiative introduces joint appointments with consultant psychiatrists, nurses, cognitive and dialectical behavioural therapy therapists and clinical psychologists at the point of assessment, during treatment and when planning for aftercare.

As part of the service level agreement, all CAMHS nurses are trained by Change Grow Live staff to ensure that substance use treatment needs are identified early for those presenting with a mental health need first.

Thanks to this integrated approach, we're identifying 'dual-diagnosis' cases earlier, so young people can get the mental health treatment they need more quickly. It also ensures a coordinated programme of care where both the mental health and substance use needs are treated at the same time, managing carefully the impact they're having on each other through improved information sharing.

Following concerns about a young person, we were able to highlight our concerns that she had used non-prescribed opioids. Having not disclosed this to her support worker or clinical psychiatrist, her ADHD treatment would have been negatively affected. By initiating joint appointments, we were able to continue to safely treat her ADHD but only with the commitment that she remained engaged in our service.

Through evidence-based examples such as this, the partnership model is now viewed as good practice across the other agencies. Together we continue to find ways to respond to increased mental health and substance use comorbidity amongst children and young people.

Case Study

Engaging younger children through innovation

Supporting children who are navigating the challenges of a loved one's substance use can be incredibly difficult.

Often unable to fully understand or express their feelings, these young people may become frustrated and disengaged with traditional counselling methods.

Through national partnerships, we have introduced innovative ways of engaging younger children.

The Shadow of Tallystick Valley

Titled *The Shadow of Tallystick Valley*, our latest digital resource has been developed alongside games developer, Book of Beasties, and researchers from the University of Surrey. Comprising a story with identifiable characters, alongside activities and digital content, the tool aims to promote discussion with young people in our programme.

The book uses 'The Shadow' as a metaphor for the 'substance', with characters reflecting traits often seen in those affected by substance use. By intentionally avoiding direct mentions of dependency and drug use, this book offers a different approach compared to the existing support we offer.

By working through the associated activities, children can safely explore their feelings and experiences around a specific substance or behaviour without



directly addressing drugs or alcohol. This approach led to the University of Surrey commissioning a controlled trial to investigate the feasibility and acceptability of story-based intervention.

Pilot trial

Under the pilot trial, Wendy Wells, a Children and Families Worker at Change Grow Live, worked with seven children ranging from the ages of seven to ten. She believes all the children have benefitted from using Tallystick Valley, either through conversations provoked by the story or through the associated activities. As Wendy said, "One young person I work with said this was easier to do than our previous work. He found it easier to talk about things because it wasn't directed at people or what had happened to him."

The University of Surrey trial is ongoing, with results expected in early 2025.

Children Harmed by Alcohol Toolkit (C.H.A.T.)

Another key resource is the Children Harmed by Alcohol Toolkit (C.H.A.T.), developed by Alcohol Focus Scotland.

Providing an evidence-based set of interactive resources to use with children who have been impacted by familial substance use, the toolkit builds on the organisation's existing resources to allow children and young people, and their families, to build resilience and protective factors.

Through the use of characters like Rory the dog and Lila the hare, the resource encourages children and young people to identify and talk to someone they trust, as well as develop social skills and emotional intelligence.

Change Grow Live partnered with Alcohol Focus Scotland as an associate trainer back in 2017. Since then it's become a vital tool to allow children to explore their feelings in a safe and supportive way.

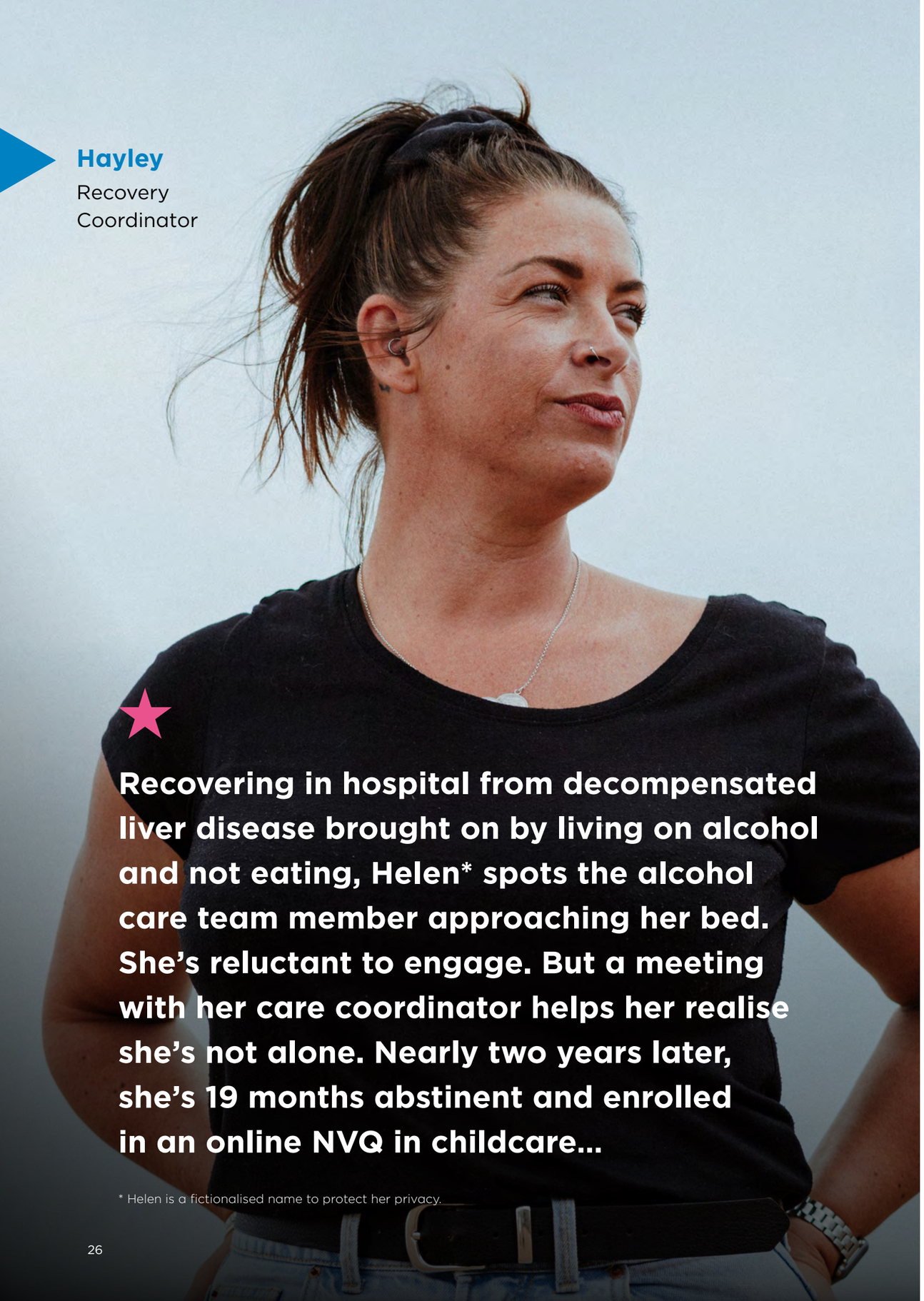
For Joe (8) this has been 'life changing for him' with family members wanting to buy similar puppets to support him with at home when he was struggling. This resource has allowed him to open up in a way he has not done before.

Using the activities from The Rory Chat and Think Activity book enabled him to understand dependency in an age-appropriate manner. This intervention helped him manage emotions and reflect using the puppets in an emotionally safe way and for this to be shared with key adults in his life to ensure they all understood how he identified being impacted by substance use within the family. The young persons school was unaware of the significance of the impact and illustrates just how 'hidden' the impacts on these children can be.

These resources demonstrate our ongoing commitment to creating supportive environments where young children can thrive, even in the face of challenging circumstances. By finding innovative ways to engage with young children affected by a family member's drug or alcohol use, we can make a positive and lasting difference in their lives.

Without this intervention the young person wouldn't have the strategies they have to continue to flourish.

Gemma | Sefton Service, Change Grow Live



Hayley
Recovery Coordinator

Recovering in hospital from decompensated liver disease brought on by living on alcohol and not eating, Helen* spots the alcohol care team member approaching her bed. She's reluctant to engage. But a meeting with her care coordinator helps her realise she's not alone. Nearly two years later, she's 19 months abstinent and enrolled in an online NVQ in childcare...

* Helen is a fictionalised name to protect her privacy.

Drug and alcohol support

Dependency is a complex issue.

Too often, people who use our services have experienced neglect, trauma or abuse. Because of their situation, they often experience stigma and continue to be disadvantaged in issues such as housing, employability or educational attainment.

Change Grow Live's drug and alcohol support services offer a holistic approach to treatment. Our experienced and well-trained workforce works as part of the broader health and social care system, and with colleagues across disciplines to give the people we support every opportunity they need to move on with their lives, whatever that may look like to them.

To achieve this, we know that access to support is crucial for the people we work with. Often people are experiencing chaotic life situations, and there's only a small window of opportunity in which to identify the potential to help them to move away from illicit drug use and the complex issues that an individual is experiencing.

Intervening at the earliest point possible is essential. Evidence tells us that the earlier we connect people to the treatment they require, the quicker we can reduce some of the immediate risks and take agency over their life circumstances.

That's why we've worked hard to improve the availability and accessibility of our services. From the point of assessment it now takes less than two weeks for someone to begin their treatment journey with us. That's far quicker than most people can get an appointment in primary care with their GP.

Bridging gaps in support

Although this is encouraging, there's still more that can be done. Too often, identifying individuals who need our support is a challenge. So, we work closely with our internal teams and external service providers, to ensure those who need support can get it.

From the point of assessment it now takes less than two weeks for someone to begin their treatment journey with us.

In the criminal justice system, for example, we know that there is a high proportion of people experiencing problematic drug and alcohol use. Therefore, we work with the police and the courts to identify individuals who would benefit from our evidence-based interventions.

As part of the UK's National Drug Strategy, we're working to improve treatment pathways and increase access by 20%. From March 2022 to March 2024, as a result of these efforts, we saw new presentations to treatment rise by 22%.

Alongside this, we have strengthened the pathways between prison and the community, with greater numbers than ever before receiving continuity of care in our community services following release from prison, reducing the risk of relapse, harm and overdose. In March 2024, the rate of people starting treatment following release was 48.4%, compared to 32.2% in March 2022.

In hospital settings, we work with A&E departments to identify people admitted because of alcohol or drug related conditions and to provide tailored levels of intervention.

"Everyone deserves a chance to thrive."

Kirstie | Rough Sleeper Outreach Worker, Change Grow Live

That could be a brief advice session with those whose severity of alcohol use is low, right through to supporting those who depend physically on drugs or alcohol to detox safely, or at least reduce their drinking to healthier levels.

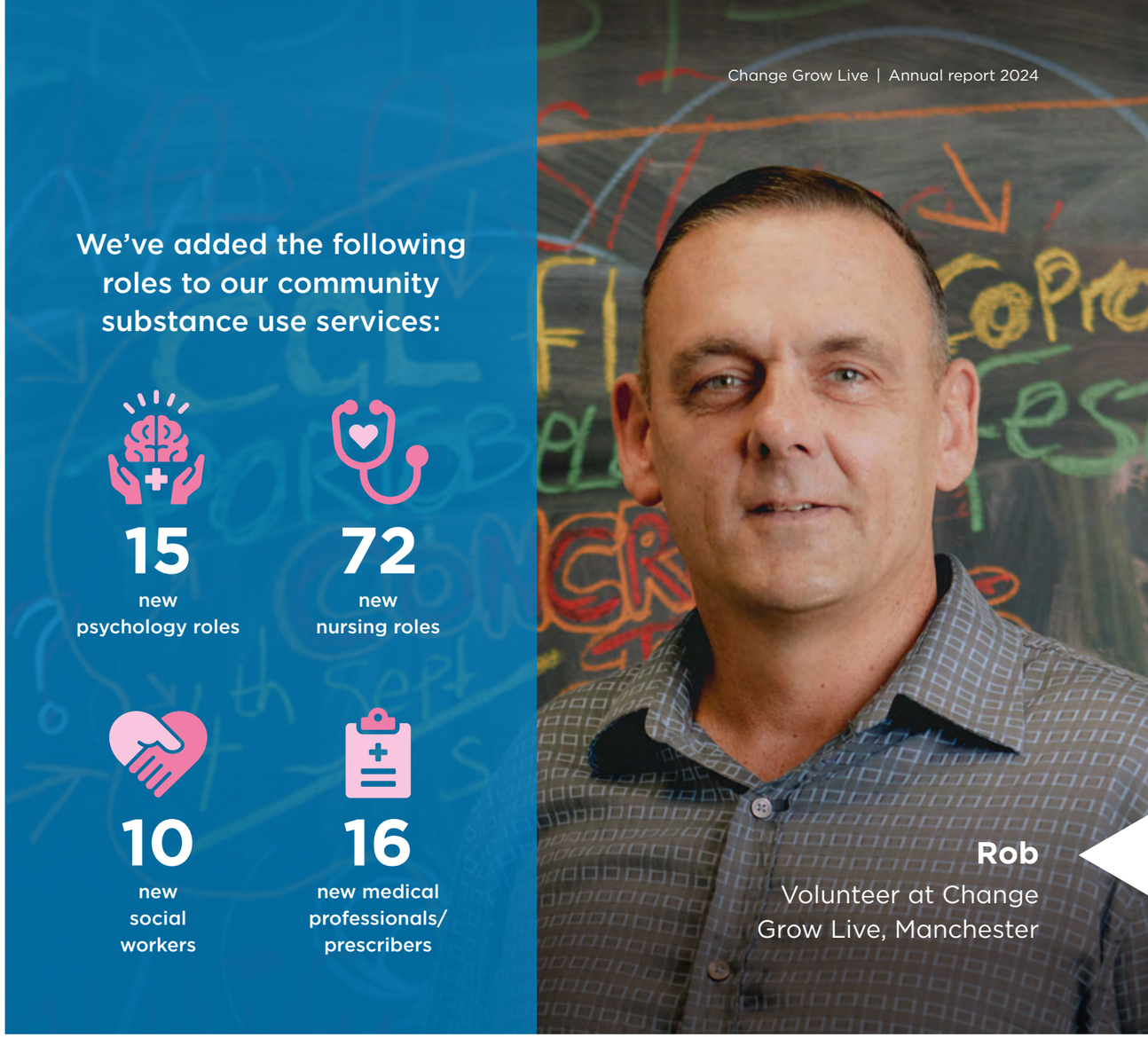
Research shows that recipients of this advice reduce their intake by an average of 15%, which benefits both the individual and provides a net saving to the health and social care system. These examples highlight the importance of our integrated care pathway and the partnerships we enjoy with other professional services.

Building resilience and reducing harm

When we first encounter someone who may need our support, the important thing for us to do is make sure they're as safe as possible. That may be providing simple harm-reduction advice right the way through to assisting those who wish to stop using.

This is especially true for children and young people. Here, the most important thing we can do is work with them to build their resilience. That could be the resilience to say no to drugs, or the information and education needed to help them in making the right choices for themselves. Traditionally, interventions for children and young people are far shorter, as we can work around their motivation and move them away from the harmful effects at an earlier point.

Over the past year, we have delivered nearly a thousand group intervention sessions to 28,875 young people identified as having increased risk to substance use.



Those seeking help for dependency often need additional support with other associated health issues, so, we're proud that this year we have screened more people for Hepatitis C than ever before (see case study) and provided same- or next-day prescriptions to 31% of new referrals between March and May 24 (2023: 17.94%).

Our dedicated team members, volunteers and peer mentors have made these results possible. Without them, and continued funding from the National Drug Strategy, these services could not exist.

Over the past financial year, we have used this funding to raise the quality and capacity of our treatment by adding specific roles to our community substance use services (see infographic above).

These new hires have directly enabled us to innovate, improve our offering, and be accessible to more people than ever before.

Case Study

Eliminating Hepatitis C

With the potential to cause severe damage to the liver, Hepatitis C is a serious blood-borne virus that is particularly prevalent among people who inject drugs or have injected them in the past.

Estimates suggest that the virus has affected around half of individuals who inject drugs.

Before 2018, the treatment for Hepatitis C was challenging and had no guarantees of success. It was long – lasting up to a year – and had difficult side effects. As a result, many people could not complete the treatment or chose not to start it.

This has now changed. Today, direct-acting antivirals can fully cure people within 8-12 weeks. These tablet-only treatments are non-invasive and can cure over 90% of people with Hepatitis C.

In line with NHS England's goal to eliminate Hepatitis C as a public health threat by 2025, Change Grow Live has embraced this challenge. We've adopted new ways of working and engaging with people to ensure as many as possible start the new treatment.

By working closely with people who use our services, we aim to reframe their thinking around treatment, making it feel both attractive and worthwhile.

So far, the results have been encouraging. In the reporting period, we tested 37,870 people in structured treatment, with an incidence rate of 3.6% (2023: 6%).

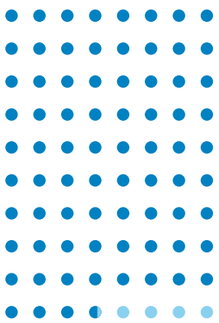
Despite increased testing numbers, this reduction in positive cases shows we're on the way to eliminating Hepatitis C.

Collaborative success in Hull

One specific service that has seen remarkable success is Hull Renew. Previously, Hull had one of the highest reinfection rates in the country. In collaboration with NHS England, we've introduced a competency framework so our nurses can both assess and treat people for Hepatitis C. By creating an in-house treatment pathway, we can assess people who are already in our system, whether at breakfast clubs or needle exchanges, helping us find as many cases as possible.

In the reporting period, we tested

37,870 people



● = 500 users

Working in collaboration with Hull University Teaching Hospital and York and Scarborough Teaching Hospital, we've treated 107 people for Hepatitis C in this area alone. While there were previously over 200 outstanding PCR-positive cases, now there are as few as 19.

This new model is one we hope to integrate into other areas.

Guided by data and analytics at every step, we've developed a Hepatitis C tableau dashboard, giving us access to high-level testing and treatment overviews. This helps us identify everyone who needs interventions.

Measuring success and micro-elimination

A final measure of success is in the number of services that have declared a micro-elimination. This means that:

- 100% of people in structured treatment are offered a BBV test;
- 100% of people in structured treatment, who have a history of injecting have a test date;
- 90% of people in structured treatment who are a known previous or current injector have been tested in the last 12 months;
- 90% of people who are known to be positive for Hepatitis C are started in treatment.

In the past year, nine services and four hubs have declared micro-elimination.

The benefits of curing a person's Hepatitis C are profound. Most people we support who have the virus are substance users, with many also experiencing homelessness. Improving their health can be life-changing.

In the past year, nine services and four hubs have declared micro-elimination.

We see people who come into treatment for the first time or engage more effectively with their treatment for other issues. As they start to feel physically better, they're also in a better frame of mind to achieve other outcomes, like securing housing.

Described by our CEO, Mark Moody as "one of the most important things we'll ever do in our lifetime across the organisation", eliminating Hepatitis C as a major threat is within sight, and is a testament to the hard work of our teams and our partners, without whom, these results would not be possible.

More information about our Hepatitis C programme can be found in our annual **Hepatitis C Impact Report**.

Case Study

Managing the rise of synthetic opioids

Across our team, we are continually improving and sharing expertise to enhance how we help people.

Following a critical incident in Birmingham, we incorporated ongoing learning to update our guidance, improve how we gather information, and ensure we provide well-supported assistance to our staff and volunteers.

Over the past seven years, we've seen an increase in drug-related deaths and overdoses across the country. Last year, our Birmingham service faced a critical incident because of fatalities caused by nitazenes over a very short period.

These tragic situations happen because of changes in the drug supply. In 2024, we've seen more nitazenes and other synthetic opioids in the illicit drug market, affecting heroin and other substances in multiple areas of the UK. Potentially hundreds of times more potent than heroin, these new opioids are directly linked to increases in drug-related deaths.

Coordinated response

After reports of increased overdoses in Birmingham, we quickly briefed all staff and partners in the local service and sent out alerts through various channels, including social media, text messaging, and a public health message from West Midlands Police.

To help people stay safe, we prioritised clinical interventions for those using opiates or needing to restart their treatment. We also made sure there were extra supplies of naloxone available and advised our staff to give out two kits at a time.

Working closely with local partners, we provided nyxoid training to West Midlands Police, alerted commissioned pharmacists and GPs, and visited community living spaces across Birmingham to train staff on naloxone use. We stayed in regular contact with the police, Public Health, and Birmingham City Council, sharing real-time information.

We classified this as a critical incident to ensure a rapid and coordinated response with key experts, including our Harm Reduction Lead, Lead Pharmacist, Medical Director and Head of Risk and Compliance.

As a result, we observed an immediate impact when a person who uses our services in Birmingham brought in a prepared heroin syringe concerned about its appearance and smell. They had seen the drug alerts and decided not to use it. The syringe was tested and confirmed to contain nitazines.



Learning and evolving for future safety

Following the incident, what we learned helped shape our ongoing harm-reduction efforts. Through reviews and consultations with frontline teams throughout 2023/24, we assessed their understanding and delivery of harm reduction interventions. Our staff's commitment and resilience particularly impressed us, especially given the rise in overdose deaths each year.

We also identified good practices to share across the organisation and areas for improvement to be rolled out across work streams.

More specifically, this incident informed our updated guidance on new synthetic opioids, promoting measures to reduce drug-related harm. By introducing self-testing strips, we can help people make informed choices about the drugs they use and gather intelligence about patterns and prevalence of new synthetic opioids in the drug supply.

These actions improve our understanding of local drug markets, using semi-reliable data rather than anecdotal evidence, to enhance our harm reduction strategies.

Directly enabled by funding from the National Drug Strategy, our ability to respond effectively to incidents like the one in Birmingham and improve our data collection processes will help to prevent potential spikes from escalating in the future.



Aldona
EU Rough Sleeper Navigator

In the early hours, outreach workers approach a group of non-UK nationals. Huddled together, they're hesitant. Then Aldona, a new team member introduces herself in Polish, the group's native language, immediately fostering a sense of trust and connection. Slowly, one person comes forward, followed by more, and the cycle of support begins...

Homelessness

When engaging with people experiencing homelessness, the window of opportunity to provide support is small.

Scheduling an appointment for three weeks in the future doesn't work; life on the street is lived day-to-day. Therefore, we've tailored our support to provide aid in the moment.

Enabled by the government's Rough Sleeping, Drug and Alcohol Treatment Grants, this work has continued apace this year. Through this funding, 1,588 people engaged with our enhanced outreach teams across the year to access harm reduction and treatment interventions.

The Drug Strategy funding meant we could further develop our service offering.

In Cambridge, Dr. Justin has joined to support our team in their daily outreach, responding to medical emergencies and prescribing medications on the same day. This helps us to keep people safe and engaged in our services.

In Hull, we now have two specialist support workers, including the Polish-speaking, Aldona. Communicating with people in their native language helps us to build trust and pick up on nuances in someone's responses that may hint at underlying trauma.

For those who don't feel able to visit a service in person, these moments are crucial opportunities to provide advice and support. That's why our teams often go onto the streets alongside different partners to provide the best care possible.

1,588

people engaged with our enhanced outreach teams across the year

This could be the hospice in Leeds that provides support and end-of-life care as it's needed, or the vets that encourage engagement with rough-sleeping dog owners across the country. To connect on a personal level, our volunteers with lived experience are invaluable.

In Brighton, our Prevention from Loss of Accommodation worker, Terezia mediates tenancy disputes. In Camden, where many people live in Home Office accommodation, a staff member supports legal asylum seekers as they transition from temporary homes.

These different methods all form part of our personalised approach – to treat people as individuals.

Pathways to stability and support

Engagement is only one step to begin supporting people through our integrated care pathway. Once we have started to build trust and rapport with someone, our goal is to secure safe accommodation for them. But this can be challenging due to housing shortages and suitability issues, and a person's history in the area or distance from a support network can be obstacles to overcome.

Our integrated care model means, while we're engaging with someone, we can also support them into other related services. Through our needs assessment, we can uncover underlying issues related to mental health, or drugs and alcohol.

If we cannot help with the immediate housing need, we can at least signpost our internal support programs and those of our external partners. Having this support within our organisation is invaluable.

When people complete our programme of care, we also offer preventative support which helps them to stay in the accommodation they've found.

Sleeping rough is a traumatic experience which often results from other underlying issues. By working in a trauma-informed way, our personalised support pathways empower engagement and enable us to meet the needs of the people who use our services.

Our integrated care model means, while we're engaging with someone, we can also support them into other related services.

In the last 12 months, at Camden Routes off the Streets Service, there have been:

343

outreach shifts in partnership with other support services including the police, physical and mental health services

276

individuals referred for emergency accommodation during Severe Weather Emergency Protocol

179

individuals accomodated during Severe Weather Emergency Protocol



Kirsty
Rough Sleeper Outreach Worker

Case Study

Uncovering hidden homelessness: the Women's Rough Sleeping Census

Women experience homelessness differently than men.

Too often, their experiences of rough sleeping are hidden, transient and intermittent. Rather than sleep when it's dark, often they'll walk the streets, or sit up all night in a bus station or a 24-hour cafe. Frightened to bed down, they'll rest instead during the day when there are lots of people about.

Because of this, they are less likely to be seen 'bedded down' or 'about to bed down'. This means women are underrepresented in yearly snapshot counts and estimates, which means we're missing an entire group of extremely vulnerable people.

In response to these issues, the first Women's Rough Sleeping Census took place in London in 2022. Led by Women's Aid and Single Homeless Project, this work confirmed that women's recorded rough sleeping numbers are much too low.

2022

the first Women's Rough Sleeping Census took place in London

Not recognising the extent of the problem results in not enough funding and support for women-only services that effectively meet the needs of homeless women.

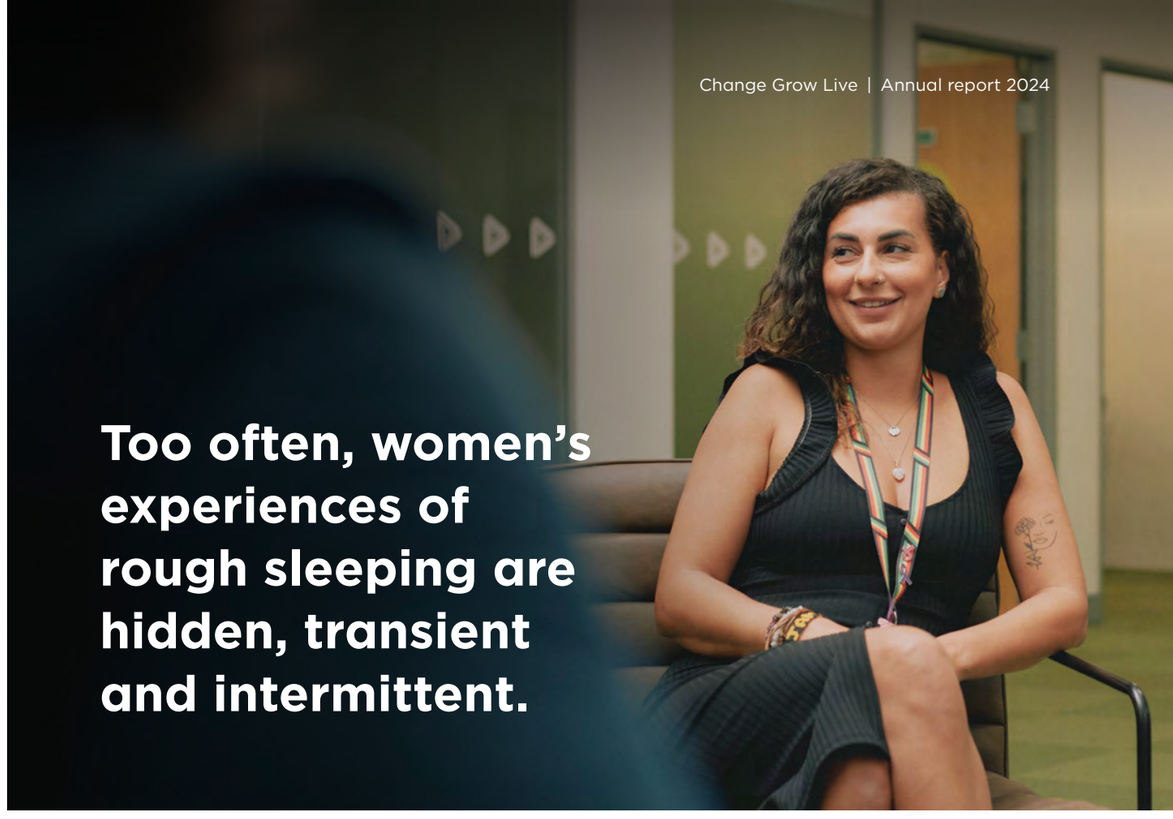
In September and October last year, we were involved in the second iteration of the census for 2023. More local authorities, outreach teams and other specialist services, including 27 in London and 14 outside of the capital undertook this research.

Key findings and impact

By visiting different locations and conducting the count at different times of the day, the census identified 815 women experiencing rough sleeping, which was over 40 per cent higher than the official rough sleeping snapshot that counted 568 women.

Following the census, we authored the resulting research report to share these important findings. This is an important piece of work, containing lots of narrative and personal stories that highlight the scale of challenges faced by women experiencing homelessness across the country.

To improve the accuracy of the data collected, a census like this is necessary to provide an accurate picture of the scale of women's rough sleeping.



815

women identified as experiencing rough sleeping

40%

higher than the official rough sleeping snapshot

Following the publication of our findings, the participating local authorities have enacted a wide range of changes to further support women.

The census also found that a third of respondents had been in a form of homeless accommodation before rough sleeping. This crucial information highlights the need for more suitable and sustainable accommodation options for women.

Recommendations for change

Following the census, we've compiled six recommendations to ensure that provision for women experiencing rough sleeping can more effectively meet their needs and resolve their homelessness.

These include government leadership to support all local authorities to complete a women's census; a refreshed and gender-informed rough sleeping strategy; and improved gender-informed practices to support services to better reach women.

The census is scheduled to take place again this year, and we are hoping many more local authorities will participate. All seven of Change Grow Live's street outreach services are taking part in the census and many of our drug and alcohol outreach services, too.

Case Study

A holistic approach to rough sleeping in Manchester

Our innovative partnership models are created to help people access the support that is right for them.

As with all the services we offer, the people we support who are experiencing rough sleeping often come to us with multiple and complex needs. Whether their current situation is linked to past traumas or to clinical or mental health issues that have arisen as a result, we are here to support them through our integrated care pathway.

One effective way we achieve this is by collaborating with other organisations and professional services. In Manchester, we have partnered with local organisations, including St John Ambulance, specialist NHS teams, local support agencies and adult social care to provide a one-stop-shop and gateway into support for anyone who needs it.

Personalised support under one roof

Based at local homelessness charity, Mustard Tree, the street engagement hub helps people experiencing rough sleeping to access tailored care that meets their needs. Recently, the hub has expanded its support to include people leaving prison.

700

people supported at Mustard Tree during the reporting period

Change Grow Live has been a permanent part of the hub's team since its early days in 2019, providing support and guidance around drugs and alcohol. Now we're able to deliver rapid treatment, providing fast access to safe, same-day prescribing and treatment options.

This streamlined approach has allowed us to support over 700 people at Mustard Tree during the reporting period. Our interventions range from nursing appointments, testing for blood-borne viruses, psychology appointments and employment support.

We've now expanded our support to include people leaving prison. Every Friday, those who have recently left prison can access the hub's full range of support services in one location. This helps address the challenges often faced when leaving custody of managing multiple appointments across the city, with varying opening hours, all while trying to reconnect with friends and loved ones.

By streamlining their reintegration into the community and helping them overcome the barriers they might otherwise face, we support them in breaking the cycles of behaviour that prevent positive change and empower them to grow.

The hub is a clear example of how health and social care providers are stronger when we work together. The Street Engagement Hub's member organisations have transformed the way they provide support, creating new pathways to reach some of the most vulnerable and underserved people in our communities.

> **The feedback we've received shows that people appreciate the ease of access offered by the hub. They value that everything is agreed upon at their first meeting and that they don't have to keep repeating their story.**
>
> **Jackie McVan** | Head of Services – Greater Manchester, Change Grow Live



Neil
London Continuity of Care Project Manager

In his first appointment following his release from prison, Marc* sees a familiar face and smiles. He's spotted his case worker – the person who sent him a Christmas card, the man who visited, the one who believed in him...

* Marc is a fictionalised name to protect his privacy.

Criminal Justice System

Life in prison can be intimidating. But for someone being released, the outside world can be equally daunting.

To ensure a smooth transition back to everyday life, Change Grow Live's continuity of care provides an integrated pathway from prison to the community.

This year, Change Grow Live has continued to work with external partners to provide support throughout the criminal justice process. On the ground, we've strengthened connections with the Police, the Probation and Prison Services and the Courts.

Generally, we are seeing more people going to prison, which is accompanied by an escalation of severity in terms of sentence. Working in the cells or other custodial environments means we can intervene early and prevent any escalation in offending behaviour with new or low-level offenders.

Once someone enters the criminal justice system, it can dramatically change the direction of their lives. That's why our early intervention support can be vital in shaping a person's future.

If cases do end up in court, our visibility is important in influencing sentencing, assuring a judge that under our supervision, a community order with a requirement to address substance use is more worthwhile than a custodial sentence.

Last year, 29 of our partnerships recorded at least one Community Sentence Treatment Requirements order, supporting over 1,500 people.

29

of our partnerships recorded at least one Community Sentence Treatment Requirements order last year

Bridging the gap from prison to the community

For those cases that end with a prison sentence, we manage 25 service operations within the facilities, connecting offenders with our colleagues, and aiming to overcome the stigma of engaging in treatment.



48.4%

of people are now starting treatment following prison release

To help with this aim, we've introduced initiatives, such as the Hypermasculinity Project (see case study), to encourage interaction in different ways to different demographics.

Finally, we must recognise the positive impacts our efforts have on the wider community. It's encouraging to see our continuity of care numbers increasing. In Hertfordshire, these levels have increased from an average of 10-20% over the past four years, to 50% now.

This is part of a growing trend, with an overall increase in the rate of people starting treatment following prison release to 48.4% in March 2024, compared to 32.2% in March 2022.

However, pressures on the Criminal Justice system are significant, prison numbers are too high, and people are being released early. With less notice, there is a real risk that authorities will release people without having had the opportunity to connect people with the necessary support.

High-quality drug and alcohol support services are essential in reducing pressure within prisons. Over the coming year, we look forward to working with the new government to support more people back into communities and to live fulfilling lives.

Collaborative partnerships for positive change

As a health and social care charity, our overarching focus is to engage and encourage people to change their lives for the better. That could be a reduction in substance abuse, preventing reoffending or just navigating day-to-day life.

To help with this, in 2023, we introduced a Continuity of Care Coordinator, Neil, in London, who has set up partnership groups to influence at a regional Office for Health Improvement and Disparities level.

We've also introduced the national criminal justice group, which reaches out to our partners from other providers, including probation and prison services, the Ministry of Justice and the NHS. Allowing us to understand the messages that are coming down from the top regarding criminal justice, while also collating experiences and feedback from people using our services. By focusing on service modelling and service delivery, we're able to connect with service users and operational staff to help shape our strategy and how we use it.

Of course, preventing reoffending, reducing substance use and minimising harm are our key aims.

"Change Grow Live recognise the Government's aim to 'Take back our streets' and understand the importance of providing hope and belief in people's ability to change. We can support people to make positive behaviour change, address drug and alcohol use and reduce reoffending by playing an active role in the delivery of effective community orders and by focusing on individual skills and strengths. This will enable people, with the right support and approach, to re-integrate back into their communities."

Andrew Cass | Head of Community Criminal Justice and Probation Services, Change Grow Live

Getting these right supports our overarching goal of helping people to improve their lives. Engaging with someone who misuses substances can prevent them from ever entering the criminal justice system. Last year, we received 112,967 referrals, of which 54,999 (48.69%) went on to start a structured treatment episode. Educating children and young people can turn them towards a positive future. For this our young people's service is essential.

A preventative strategy is always preferable as it helps both vulnerable people and supports a highly pressured prison service. Building a new prison takes a huge amount of time, money and resources. Preventing crime means that facility isn't needed in the first place.

My key worker was awesome. You feel surprised how much you forget, especially when you've neglected your responsibilities for so long anyway, so he helped me set up my bank account and helped me learn to budget again and use technology, as so much had changed.

John* | User of Change Grow Live's service

*John is a fictionalised name to protect his privacy.

Last year, we received:

112,967

referrals,

of which

54,999

went on to start a structured treatment episode



Fay
Recovery Worker

Case Study

Breaking barriers – addressing hypermasculinity to enhance support

Improving the appeal of our services is an important first step in enhancing our support programme offering.

Funded with support from the Ministry of Justice, the “In Your Corner” project aims to develop a service model for males aged 18-30 within the criminal justice system, assessing our service appeal, refining our engagement methods and investigating the role of hypermasculinity in non-engagement.

In modern society, young men are under increasing pressure to appear strong and masculine. Social media means role models can promote largely unattainable lifestyles to an influenceable audience. These influencers appear to embody everything great about being a man – physically fit, driving around city streets in the latest Lamborghini impressing the attractive person sitting in the passenger seat.

Not only is this lifestyle unrealistic for most people in society, but too often achieving it is accompanied by unhealthy traits such as aggression and misogyny.

In Your Corner investigates a potential link between hypermasculinity and hesitancy in seeking drug and alcohol support among young males. Is accepting offers of help impossible for these young men because it suggests a perceived weakness?

If this is the case, we need to understand how to improve the appeal of our substance use services to increase participation. By identifying and addressing barriers to engagement in our existing services, we hope to create a more engaging intervention.

> **We’re not trying to change the message, but we’re just trying to change the way in which it’s delivered and potentially who it’s delivered by.**

Andrew Cass | Head of Community Criminal Justice and Probation Services, Change Grow Live



Innovative approaches to engagement

By conversing with young people in places and environments that are more productive for engagement, we’ve seen increased interaction and positive responses. That could be over a coffee in a cafe, or at an organised 5-a-side football match.

As well as encouraging young men into our services, in the short term, the initiative also aims to provide a better understanding of the consequences of following a hypermasculine lifestyle. By improving consequential thinking and providing an enhanced prosocial sense of self, we hope to support these people to change the way they act. This comes with other myriad benefits, such as improved mental health and emotional well-being, and a more positive outlook on the future.

This is particularly important for young men who find it hard to escape the criminal justice system.

We regularly consult, develop, deliver, and evaluate this model to ensure its effectiveness and feasibility.

Now in the final stages of intervention development, we’ve already undertaken:

14-week

psychosocial intervention with weekly sessions (90-180 mins)

1-2-1

mentoring based on motivational interviewing principles

Engagement with community activities, including, boxing, football and music production

Case Study

Transforming continuity of care in Hertfordshire

Following their release from prison, many people find they are unsupported in adjusting back to the outside world.

They may have no accommodation to live in, or potentially not maintain the prescription medication they received while inside.

At this challenging time, effective continuity of care is essential. Continuity of care is measured by the number of people who attend community services within 21 days of release from prison.

This makes it a key priority for Change Grow Live.

One area that struggled historically with continuity of care rates was Hertfordshire. Previously, over the past four years, these have ranged between 10 and 20%. Now the figure is around 50%, with three-month rolling figures increasing to 70%.

Strategic improvements

Through investment from Change Grow Live, the local service has improved. By reviewing the structure, processes, connections and lines of communication with the Criminal Justice Team, we've implemented changes that resulted in the upturn in these figures.

This review included:

- Multi-service Best Practice Workshop to share methods and strategies to improve continuity of care.
- Management meeting to understand assets in the team and identify areas for improvement.
- Criminal Justice Action Planning Team Day to define and initiate a service improvement plan.

Following the review, we've introduced several measures to improve our continuity of care rates. Hiring a dedicated Prison Link Administrator has allowed us to improve links with prison data administrators, improving our monitoring of prison releases and transfers to structured treatment.

By cross-referencing all referrals, we've improved the accuracy of our data reporting, creating a local tracking system to ensure no one falls through the gaps. This work has also been enhanced through support from both the Office for Health Improvement and Disparities (OHID) and Change Grow Live's colleagues.

70%

of people attended community services within 21 days of release from prison (according to three-month rolling figures)

Sharing knowledge to enhance care

Through actively sharing knowledge throughout the organisation, we can improve all our processes.

By expanding the prison link worker role, we're able to attend pre-release meetings, meaning we're better placed to support transfers into the community, whilst the recruitment of an additional prescriber allows us greater access to fast-track the prescribing of medications. All of this ensures a smooth transition from prison into the community.

Additionally, having recovery workers based in courts has improved our assessment resources and provided reassurance regarding the quality of court-imposed orders, whilst our provision of women-only groups has further enhanced the continuation of care rates.



While these results have helped to improve figures in Hertfordshire, the lessons can apply to other services too. Through regular meetings, we're able to improve our service offerings across the board, resulting in better support for the people who use our services.

Our services

Welcoming new services 54

Jenny
Partnership Team Leader

Welcoming new services

We're excited to welcome several new services and projects to Change Grow Live. Here's a look at some of the services we've started delivering throughout the year.

New services

Location and Service	Win notification date	New contract start date
Lancashire Smoking Cessation	May 2023	**01/10/23**
HMPPS Innovation Grants 2023-25 Funding Programme Addressing traits of toxic masculinity	Nov 2023	**01/11/23**
South West London Individual Placement Support working across five London boroughs: Merton, Sutton, Kingston, Wandsworth, Richmond and Croydon	Nov 2023	**01/01/24**
Kirklees Tackling Youth Smoking, Vaping and Alternative Tobacco Use	Nov 2023	**08/01/24**
HMP Isis Psychosocial Substance Use Service (working as a subcontractor to Oxleas)	Mar 2024	**01/04/24**
York Adult and YP SMS	Dec 2023	**01/07/24**



Retentions

Location and Service	Win notification date	New contract start date
Nottingham City young people's substance use service	May 2023	**01/10/23**
West Sussex adult and young people's substance use service (DAWN)	May 2023	**01/10/23**
Dudley adult substance use service	May 2023	**01/11/23**
Bromley adult and young people's substance use service	Oct 2023	**01/04/24**
Warrington adult (existing) and young people's (new business) substance use service	Dec 2023	**01/04/24**
Kent Residential Recovery Houses	Oct 2023	**01/04/24**
Derbyshire young people's substance use service	Oct 2023	**01/04/24**
West Lothian recovery substance use service	Jan 2024	**01/04/24**
Reading Multiple Disadvantage Outreach Team (MDOT)	Mar 2024	**01/04/24**



Alex
Discharge Prevention Worker

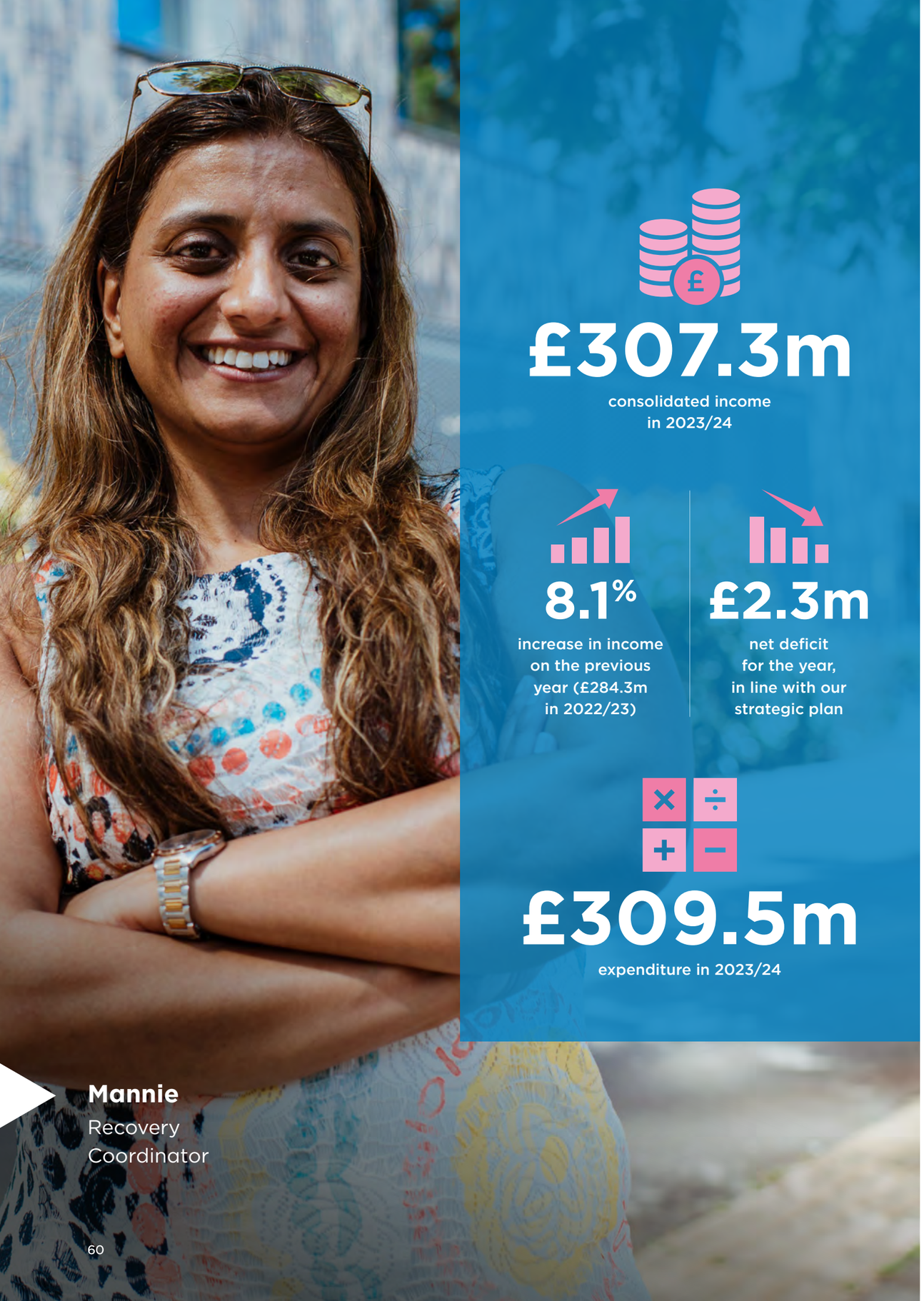
Strategic Report

Financial review 61

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Bianca
Recovery Support Volunteer



Mannie
Recovery
Coordinator

£307.3m
consolidated income
in 2023/24

8.1%
increase in income on the previous year (£284.3m in 2022/23)

£2.3m
net deficit for the year, in line with our strategic plan

£309.5m
expenditure in 2023/24

Financial review

Our activities in 2023/24 generated a total income of £307.3 million (£284.3 million in 2022/23) an increase of 8.1% on the previous year.

Our expenditure was also up by 9.3% to £309.5 million. In line with our strategic plan, we made a net deficit of £2.3 million. Our budget had allowed for a deficit of £3 million but due to careful spending and higher levels of bank interest we delivered an improved result.

As in the previous year we awarded a salary uplift to all employees to help reduce the impact of continued high levels of inflation in the UK. A few transformation activities, (see the table on page 62) have commenced which are aimed at balancing this increased cost, which we will see the benefit of during the next two years. This reshaping of our operating model will be funded from designated reserves.

Income and expenditure

Change Grow Live reports consolidated income of £307.3 million for 2023-24 which has grown by £23 million on the previous year's income of £284.3 million. The sector as a whole is benefitting from additional funding as a result of the **Dame Carol Black's Drug Strategy**. The additional funding has allowed us to support an extra 9,536 service users.

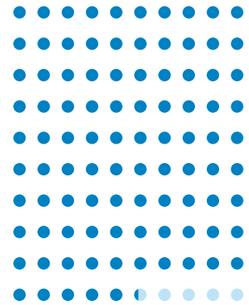
+£23m



Our consolidated income has grown by £23m on the previous year

The additional funding has allowed us to support an extra:

9,536
service users



● = 100 users

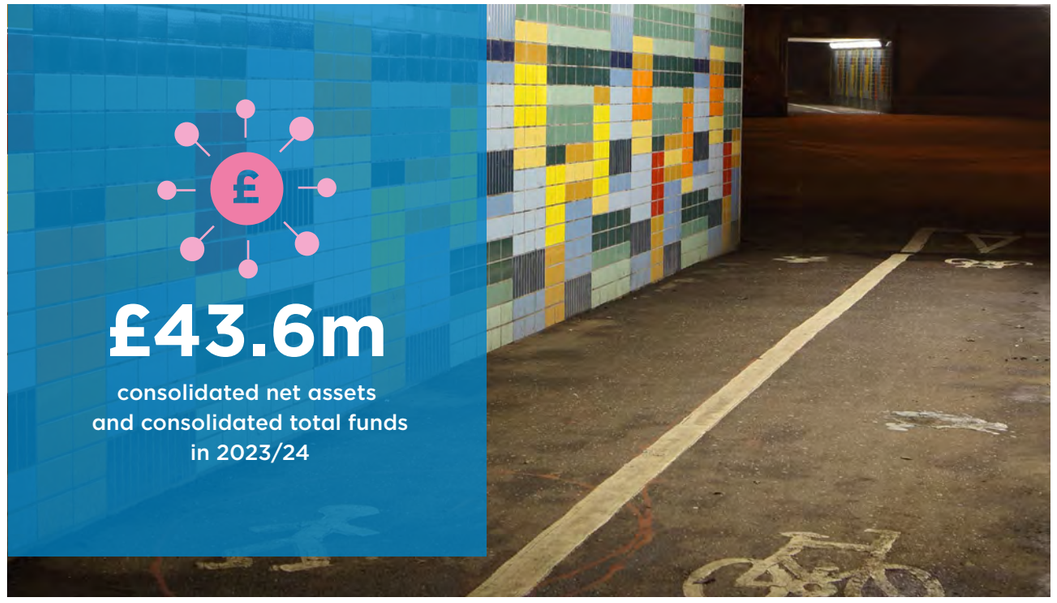
Principal funding sources of the group are explained in note 1 to the financial statements.

Consolidated total resources expended, including direct costs and support costs, increased by 9.3% to £309.5 million (2022-23: £283.2 million). Like most organisations, we are experiencing price rises that have increased our expenditure and placed extra pressure on our operating model.

During the year £1.9 million was spent from designated reserves, the primary focus of this spend is to improve the service we deliver and to invest in an infrastructure for a sustainable and efficient model.

Net expenditure before other gains/losses on the Statement of Financial Activities is £2.2 million (2022-23: £1.1 million) representing a (0.7%) deficit on income (2022-23: return of 0.4%).

Designated spend area	2024 £'000	Reason and benefit of spend
Implementing a new HRIS system	832	Implementation of a new HR and Payroll system, to improve the user experience, improve efficiencies and maximise tight controls.
Digital project	495	Investment in improving our cyber security to continue to protect our data in an ever changing world and improvements to our electronic patient records.
Transformation	143	Commencement of the project to transform how we operate, to allow us to make time to care more.
Motivational Interviewing and brilliant basics	465	Upskilling of delivery staff in motivational interviewing and trauma informed care to improve our service user experience and care.



Balance sheet

Consolidated Net Assets and Consolidated Total Funds were lower than the previous year at £43.6 million (2022-23: £45.9 million). Of the total funds, £12.2 million is designated to invest back into the Charity to carry out several improvement initiatives. The charities hold free reserves of £22.0 million (2022-23: £22.2 million). The revaluation of our properties has resulted in a small decease in the value of tangible assets to £8.7 million (2022-23: £9.0 million). The total cash balance at the end of the year was £57.4 million.

£12.2m is designated to invest back into the Charity.

£22.0m

free reserves held by the charity in 2023/24

£8.7m

value of tangible assets in 2023/24

Financial position

The trustees have reviewed the financial position and risk management together with factors likely to affect future developments, including the challenging prevailing market conditions. The trustees are of the opinion that the actions taken, and the transformation plan, are appropriate and that the group has adequate resources to continue its operation for the foreseeable future.

Reserves Policy

The group has total reserves of £43.6 million (March 2023: £45.9 million) and the funds are made up of the following balances provided below;

Reserves of £15.0 million were designated during the year ended March 2022 to develop the charity over the next three years, which will provide investment in the development of our people, development of technological solutions supporting frontline delivery and service redesign.

Reserves are underpinned by liquid cash balances, which provide working capital funding for day-to-day operating costs, supporting the delivery of the Charity's objectives in an efficient and cost-effective way.

Consolidated Free reserves stand at £22.0 million (March 2023: £22.2 million), this level of free reserves represents 5.6 weeks (2022-2023: 6.5 weeks) of total expenditure. The Audit and Finance Committee periodically review the levels of reserves required to manage an orderly wind down scenario if unforeseen circumstances caused an existential crisis.

This analysis, and the various detailed assumptions underpinning it, derives a cost of exit of around £16.0 million (March 2023: £16 million) which is defined as the Minimum Reserves Requirement. This compares to Free Reserves of £22.0 million at March 2024. The total reserves, which are also reflected within the overall cash balances, provide working capital funding in an efficient, cost-effective way to meet the Charity's ongoing liabilities, as well as providing protection against unforeseen expenditure in furthering the objectives of the Charity.

In considering the level of reserves, the Audit and Finance Committee ensures that the level is appropriate for the continued ability of the Charity to meet its objectives in the current uncertain funding environment. This includes reviewing key factors alongside the budgeting and forecasting process including income and its volatility; expenditure and its flexibility; accessibility of reserves; and sensitivities and risk around the planning assumptions made. This is a dynamic process and recognises that both strategic and financial planning informs the review of the level of reserves and will change in response to the environment in which Change Grow Live operates.

The Trustees are therefore of the opinion that the level of reserves is acceptable and will also provide sufficient financial mitigation should Change Grow Live encounter adverse conditions in its market. On this basis, the Trustees also consider that Change Grow Live has adequate resources to continue the business for the foreseeable future.

Summary of Funds

	2024 £m	2023 £m
Unrestricted funds	**24.6**	25.0
Pension reserves	**(2.6)**	(2.8)
Free reserves	**22.0**	22.2
Revaluation reserve	**4.1**	4.1
Fixed assets net of related loan	**3.9**	4.3
Reserves allocated to fixed assets	**8.0**	8.4
Designated reserves	**12.2**	14.0
TOTAL UNRESTRICTED FUNDS	**42.2**	**44.6**
Restricted reserves	**1.4**	1.3
TOTAL FUNDS	**43.6**	**45.9**

Cash reserves

Change Grow Live maintains liquid cash balances to ensure that ongoing cash flow requirements are met. Surplus funds, over and above that requirement, are invested in term deposits with A rated banks, with maturity periods considered acceptable in relation to the potential need for accessible funds. Change Grow Live's credit policy requires that the Charity should meet minimum credit rating requirements to ensure that, as far as possible, the organisation is covering its risk of any capital loss. Income from investments in the year represents interest earned on these cash deposits and reflects interest rates during the year. The investment returns that are available are exceeded by inflation. The Trustees remain satisfied this is a prudent policy.

Going concern

The cost-of-living crisis and high inflation continues to put pressure on our services, despite this we continue to show resilience. The charity made a planned deficit for the year of (£2.2m) before gains and losses. During this period and throughout the ongoing transformation, the Executive Leadership Team work closely with the Board of Trustees to regularly monitor the situation, considering the cash position and the impact on reserves.

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our trustees have concluded through the ongoing monitoring of financial performance and risk management that it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Pensions

We participate in several pension schemes, partly driven by the schemes associated with the contracts that we operate. Where these schemes are structured as funded defined benefit schemes, regular actuarial valuations are undertaken, and appropriate financial recognition is made.

Currently, Local Government Pension Scheme and Social Housing Pension Scheme valuations show deficits of £0.9 million (2023: £1.1 million). These deficits are expected to be funded either by increased regular employer contributions, or by "payment plans", which require additional employer contributions over a period of time.

Provisions for these liabilities are made in the accounts of Change Grow Live, which reduce the reserves that are available for investment. The financial position of our pension schemes is considered in our planning and in contracting decisions.

Our aspirations for 2024-25

Financial measures

Change Grow Live has set a budget for 2024-2025 that includes currently held service contracts and a small number of potential new contracts. Additional funding as a result of the Government's 10-year Drug Strategy, "From Harm to Hope", is also included in the budget. The latest 3-year plan reflects continued significant investment in our operating model as we address the UK's economic climate and continue to meet the needs of our beneficiaries. We expect to trade at an operating deficit for a further year, returning to surplus thereafter, utilising our reserves to support our development and maximise our opportunities.

Service and organisational development

Our service delivery is being refreshed and simplified, to further improve our effectiveness and meet increased demand in these challenging times. During the coming two years we will transform how we provide services, finding new ways to help people access the support they need. We will equip our people to work in a new way, through enhanced systems, processes and training, to ensure they can support our beneficiaries to live their lives as best they can.

Quality and governance

Improving our governance and assurance arrangements, to adapt to the changing environment, is an important priority for us. We have commissioned an independent review of our clinical governance arrangements and are undertaking a formal governance review, utilising an external organisation, to ensure we remain robust and up to date in our approach and delivery of good governance arrangements.

Most of our regulated services are currently rated 'good' or 'outstanding' by CQC. We are building on this success by strengthening our internal risk, audit and assurance arrangements over the coming year. We strive to be a learning organisation and are investing in systems and expertise to enable us to embed a culture of continual improvement throughout the charity.

Clinical

Our Clinical and Care plan will be further enhanced in line with the update of our operating and delivery models.

This activity will seek to develop best in class ways of working, ensuring that the people that use our services are at the heart of our delivery of safe and effective care.

Working within the wider healthcare system we will continue to develop strong partnerships, recognising that only through these partnerships can we play our part in helping to provide the best possible healthcare to some of the most disadvantaged people in our society.

Research

Our Research and Development Function was relaunched last year and has made good progress, both within the organisation and also in the external world.

New relationships have been formed with a number of external research bodies and we will build on these in the coming year. Given our scale in the sector we are committed to sharing our experiences and will participate in sector research with other organisations where we see clear benefit to people that use and need our services.

People

Our journey to reshape our people offer started last year and has made good progress. A focus on recruitment, to meet the obligations of our strategy and provide the organisation with the resources needed to serve our beneficiaries, is near completion. During 2025/26 we will seek to develop our employee offer, ensuring that career development remains at the centre of our offer, and that our people have the opportunity to grow and develop, applying the principles of our charitable objectives. These improvements will make Change Grow Live an attractive organisation and will create the conditions for long and rewarding careers, supporting the people that need our services.

Digital innovation

Our focus in the coming year will be to review key aspects of our core front line processes and assess how we can implement improvements both to the effectiveness and efficiency of our delivery. We anticipate that we will identify areas where we can improve our user experience and better support our front-line staff with enhancements to our main systems. This will be a key enabler to allow people that use our services to receive the most attentive care that we can offer. We will also explore other digital applications that could enhance the quality and range of care provided.

Service user involvement

Our National Lived Experience Group continues to offer a strong connection between our organisation and the people we serve, through nominated representatives in our Services. This group will play an important role in shaping our updated service and delivery models in the coming year and will be instrumental in ensuring that our beneficiaries have a significant influence on our changes.

Principal risks and uncertainties

Change Grow Live operates in complex and dynamic environment and our work is inevitably subject to a broad range of risk.

These are actively and closely managed to ensure any potential impacts are understood and effectively addressed. This work is closely monitored by our Executive team members and the Board.

As we ended the 2023-24 financial year we continued to remain fully aware of the economic climate and uncertainty this creates in society, and how this adds a further dimension to our risks and how we manage them.

These conditions create a greater demand for the services we provide and with thanks largely to the National Drug Strategy, treatment services remain on the political radar, even after the recent change in government.

This change in government has presented us with an opportunity to discuss the future of drug and alcohol treatment and build on re-investment we have secured over the last three years. We continue to ensure we champion service user needs with external partners and stakeholders, we have already began to brief policy makers and have worked directly with senior politicians prior to the 2024 election.

Whereas the next cycle of funding has yet to be confirmed, through our risk management process we continue to have effective oversight and remain alert to the emerging factors which could impact our services and those people who use them.

Our key corporate risks for 2023-24 are listed below (no risks materialised into issues during the reporting year).

We continue to ensure we champion service user needs with external partners and stakeholders.

Objectives	Risks, mitigations and controls
To deliver treatment and care that is safe, resilient and of high-quality. Safeguarding the most vulnerable, and helping people enjoy long, healthy and happy lives.	**Risks:** Non-compliance with legislative and regulatory standards; Inconsistency across our services; Recruitment and retention of an appropriately experienced and skilled workforce; Ability to become a learning organisation. **Mitigations and controls:** Review and refresh of our current governance, assurance, and continual improvement arrangements; Review of service design model to improve consistency and efficiency; Patient safety plan that focusses on improving and standardising the quality-of-care provision; including clinical audit; Roll-out of a new self-assessment tool across all services, to enhance our internal assurance and audit processes.
To support people within communities to change their lives by retaining, training and recruiting diverse talent to benefit the whole sector.	**Risks:** Inability to recruit and retain diverse, talented workforce due to diminishing talent pool and competition across the sector. **Mitigations and controls:** Comprehensive people plan, leadership development program, appropriate use of OHID funding and service redesign project.
To communicate effectively to better serve communities and improve staff engagement, whilst protecting organisational reputation by being prepared and agile in our response to crisis.	**Risks:** Failure to engage or communicate with our people leading to poor levels of engagement, failure to manage media or reputation; breakdown in external relations; failure to attract and retain workforce; limited influence with external decision-makers/policy makers. **Mitigations and controls:** Public affairs strategy, internal communication and engagement plan, collective voice, crisis management processes, people plan.

Objectives	Risks, mitigations and controls
To effectively safeguard our data and information.	**Risks:** Service user and workforce safety, reduced potential for interoperability of systems (ICS), cyber-attack, loss of contract, financial penalty, reputational damage. **Mitigations and controls:** Cyber security and penetration testing moving from an annual to quarterly penetration testing, follow up automatic test of any critical risks mitigated; Security education across the business has been increased; IT security systems and processes, external scrutiny (BSI), business continuity plans, relationship management with Information Commissioner's Office, Digital and IT strategy, people plan, workforce training and development.
To provide a safe working environment.	**Risks:** Increased incidents: accidents, aggression; Litigation; Sickness; Enforcement action; Reputational damage; Unable to deliver services; Avoidable harm to people who use our services. **Mitigations and controls:** Health and safety training, including managing challenging behaviour, compliance with infection prevention control guidance in services, internal policy, procedure, guidance and audit, health and safety risk assessments, health and safety on local service meeting agenda.

Objectives	Risks, mitigations and controls
To ensure credible financial health to: • demonstrate effective and ethical use of public funds • anticipate and respond to sector financial drivers • effectively manage financial reserves	**Risks:** Reputation damaged through excess reserves, OHID funding restricted in the short or long term, missed opportunity for innovation and growth, unable to respond to the need of people in local communities, economic climate exerts pressure on income and costs. **Mitigations and controls:** Financial controls and oversight of tendering, contractual due diligence framework, OHID guidance to support commissioner engagement, innovation fund, budgeting and financial processes and systems, external audit, assurance framework, management reporting, transformational programs to refresh operating model creating greater effectiveness and efficiencies.
To deliver our programme of transformation; **Organisational:** Reshaping our culture, structures and processes to enhance our performance. **Operational:** Improving the quality, efficiency and effectiveness of our operations. **Digital:** Leverage new technology to extend our reach and impact.	**Risks:** Pace of change to culture, delivery capacity, overall programme management; Benefits identification and realisation due to financial restraints; Transformation fatigue within staff; New impacts following change in government. **Mitigations:** Clear communication on vision and strategy; Communication Strategy; Implementation of robust business cases; Utilisation of external expertise; Backfilling of internal expert input; Detailed staff engagement and involvement with change; Development of a detailed spend and anticipated efficiency savings plan; Monthly financial monitoring; Appropriate training; Business Continuity, Risk and Contingency plans.

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Luis
Data Analyst

Structure, governance and accountability

Constitution

Change Grow Live is a company limited by guarantee and governed by a Memorandum and Articles of Association that determine its legal framework. Change Grow Live has a Code of Governance that identifies the values and expectations that control the conduct of its affairs.

The financial statements consolidate the results of the Charity and its subsidiary companies including Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 17).

Charity's objects

The Charity's Objects are detailed in the Memorandum of Association and are:

- to relieve sickness and to advance the education and training in particular of all persons (and members of their families) who:
  - have committed, or are likely to commit, a criminal act or acts; or
  - have been, or are, or are in danger of becoming substance users; or
  - have been, or are, or are in danger of becoming addicted to or dependent upon drugs of any description including without limitation on the generality of the foregoing illegal drugs, alcohol, solvents or other addictive substances; or
  - have been, or are, or are likely to become victims of domestic abuse; or
  - have been, or are, or are likely to become homeless; or suffer mental ill health; or
  - have suffered a legal restriction on their liberty in any penal or correctional establishment;
- to promote for the public benefit the prevention of criminal acts and of drug abuse and substance use and of homelessness;
- to promote for the public benefit the protection of people and property from criminal acts and the effects of drug abuse and substance use;
- to relieve poverty in particular, but not exclusively, through the provision of housing;
- to advance the education of the public by promoting study and research into homelessness and all aspects of and methods of crime prevention and delinquency and the prevention of drug abuse and substance use and to disseminate the useful results of such research;
- the promotion of charitable purposes within the other countries within Europe, for the advancement of education, the protection of health, the relief of poverty, sickness and distress and to reduce substance related harm to the individual and the wider community;
- to undertake such other activities as are charitable.

Change Grow Live has a Code of Governance that identifies the values and expectations that control the conduct of its affairs.



Charity governance code

The organisation conducted a formal review of our Corporate Governance activities in September 2023 working with RSM auditing us against the Charity Commission's Charity Governance Code. The audit helped us identify areas of good practice and areas of improvement in order to ensure that we continue to refine and develop our systems, processes and ways of working. The Board of Trustees is confident that Change Grow Live follows the principles of the Charity Governance Code.

Board of trustees (Directors)

Duties and responsibilities

The Trustees (Directors) of the Charity, must act in accordance with a set of general duties. These duties are detailed in section 172 of the UK Companies Act 2006 which is summarised below.

A Director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefits of its members as a whole, and in doing so have regard (amongst other matters) to:

a. the likely consequences of any decision in the long term;

b. the interests of the company's employees;

c. the need to foster the company's business relationships with suppliers, commissioners and others;

d. the impact of the company's operations on the community and the environment;

e. desirability of the company maintaining a high reputation for high standards of business conduct.

On joining the Board of Trustees, a new Trustee will be briefed on their duties and will undertake a full induction process which will include formal training if required.. It is important to recognise that in a large charity such as ours, the Trustees fulfil their duties utilising a governance framework that delegates day- to-day decision-making to the Executive Leadership team of the charity.

Details of this can be found in our Governance Framework on **pages 81 to 85**. The Trustees consider that they have fulfilled their obligations under section 172. The following summarises how this has been achieved.

Risk management

We operate in an uncertain and challenging service delivery environment with stringent requirements. It is therefore vital that we effectively identify, evaluate, manage and mitigate the risks we face and we continue to develop our approach to risk management.

For details of our principal risks and uncertainties, and how we manage our risk environment please see **pages 68 to 71**.

Our People Promise

People are at the heart of what we do in terms of our employees and our service users. We believe in people and our culture and values are fundamental to the successful delivery of our services. With this in mind the development and investment in our people is integral to our charity.

Statement of Change Grow Live's business relationships with suppliers and other stakeholders

We recognise the importance of engaging with our commissioners, professional bodies and other organisations both within our sector and outside of it. We work closely with statutory and voluntary sector partners, at national and local levels. **We liaise and collaborate with the Office for Health Improvement and Disparities and the NHS on a range of issues and activities.** We are also active members of Collective Voice, the national alliance of drug and alcohol treatment and recovery charities.

We value all our suppliers and have multiyear contracts with our key suppliers, adopting a partnership approach where possible. We use framework agreements to enable a wider supply chain and we work with a range of Social Enterprise suppliers. Wherever possible we form supply relationships with local organisations ensuring that our delivery creates social value in local communities.

Community and environment

Our Believe in people approach addresses all the factors that impact on individual health and wellbeing and contribute to strong and cohesive communities. We aim to leverage our expertise and enable employees to support the communities around us. This is measured through our Social Value Impact and underpins our service delivery.

Streamlined energy and carbon reporting

In addition, we actively monitor our energy usage and our carbon outputs and seek to utilise goods and services that reduce carbon outputs.

	2024	2023
UK Energy use (kWh)	**13,603,575**	12,723,119
Associated greenhouse gas emissions (Tonnes CO_2 equiv (TCO_2e))	**2,786**	2,553
Intensity ratio emissions per FTE (TCO_2e/FTE)	**0.52**	0.52

Associated greenhouse gas emissions have been calculated using the greenhouse gas protocol corporate standard.

Our UK energy use has increased due to us having 70,000 more sq ft of property. Excluding the additional sq ft our energy consumption has seen an in-year reduction of 455,567 kWh, 40.41 TCO_2e and 0.04 TCO_2e/FTE.

We have introduced a number of energy saving initiatives which have resulted in a positive reduction in our energy consumption. These include:

- 100% certified green energy at all sites.
- the use of an energy broker to manage our energy contracts and generate efficiencies with any savings re-directed into energy saving projects.
- smart meters where possible.
- encouraging all employees to use public transport, video conferencing and efficient use of electricity.
- reduce, reuse, recycle and aim for a paperless office.
- installation of energy efficient elements for all new properties, refurbishments, and any replacements.
- installation of sensor tabs of our basins to ensure unnecessary consumption of water.
- installation of remote management of some statutory testing items such as Legionella. This helps to promote and reduce the carbon footprint of our own statutory compliance contractors.
- installation of LED lighting on all new sites and retrofit where applicable – this depends on the length remaining of the lease or service contract.
- trialling carbon eating paint on some sites.
- installing low flush WC's.
- installation of solar panels as a test case on some of our supported housing projects.

- regional business units supporting more agile working without the need for staff to travel into the office every day.
- installation of lighting sensors where possible on new installations.
- service buildings located in high public transport areas where possible.
- supply of electric vehicles as an option and, if applicable, for projects looking to utilise vehicles in their services.
- on-boarding over 100 local contractors around the country to reduce travel and feed into our responsibilities in supporting local area businesses where possible.
- implementation of a new maintenance system to support a triage qualification of issues and field out to the most qualified local contractor for the job. This helps to reduce the travel required and support the local economy.
- looking at how to utilise underused space in our buildings to support local businesses or partners.
- installation of plumbed drinking water rather than bottled water which helps reduce the carbon footprint.
- installation of boiler taps that are more efficient than kettles in some premises.
- undertaking a programme of looking at the five easiest retro fit eco improvements such as loft lagging, internal secondary glazing, comfort cooling and heating, etc.

As an organisation, we operate within an ethical framework which forms the basis of our decision making.

Maintaining a reputation for high standards of service delivery

As an organisation, we operate within an ethical framework which forms the basis of our decision making. This is formally governed throughout our Governance Framework. Further details on this can be found on **pages 81 to 85**.

Operating within a regulated sector, we work closely with our regulators to ensure that our service delivery is of the highest possible standard.









Governance framework

Operation of the Board

Trustees are recruited to the Board via a recruitment partner. This partner is usually chosen as part of a competitive tender process to ensure fairness. Recruitment partners use a full and detailed brief to identify potential candidates with the required skills and experience to fulfil our organisational strategy. The full recruitment and selection process includes a values based interview, and a panel interview with our National Lived Experience group.

The skillset of the Board is reviewed on an ongoing basis by Trustees and forms part of the standard discussions at the Remuneration and Nominations Committee. We seek to recruit Board members who share our values and reflect gender and ethnic diversity.

All Trustees receive a full induction and participate in on-going training events. Trustees regularly visit projects to review service delivery and the implementation of strategy and policy.

The full Board meets at least four times a year. They also hold a strategy development day and a Trustee development day. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Day-to-day management is delegated to an Executive Leadership team led by the Chief Executive. Responsibility for review of the periodic management accounts and the annual financial statements is delegated to the Audit and Finance Committee.

Other specific responsibilities are delegated to sub-committees. These committees meet regularly to provide in-depth analysis, scrutiny and oversight into the full range of the charity's activities. The subcommittees provide detailed reports and recommendations to the full Board, fulfilling risk management requirements and due diligence processes of the Board.

Board Sub-Committees

Audit and Finance Committee

The Audit and Finance Committee is a sub-committee of the Board of Trustees. Its purpose is to advise the Board on Change Grow Live's arrangements for:

- financial risk management and internal control.
- internal and external financial audit.
- financial management.
- determination and oversight of contract opportunities including ensuring strategic objectives are met.
- consider and review risks associated with new contract opportunities.
- large capital expenditure, investments, and mergers and acquisitions; and
- the adequacy of IT systems, including reporting, operations and cyber risk management.

Quality and Performance Committee

The Quality and Performance Committee is established to ensure excellence in care delivery. The committee operates as a sub-Committee of the Board. It oversees and evaluates practice, monitors outcomes and ensures that areas for improvement are identified and realised. The committee is responsible for overseeing all quality and clinical governance matters, including the enhancement of patient safety, optimising service quality, promoting evidence-based practice and improving the outcomes and experiences of people who use our services.

Remuneration and Nominations Committee

The Remuneration and Nominations Committee is a sub-committee of the Board of Trustees. Its purpose is to advise the Board on:

- Executive appointments and specifically CEO appointment, succession planning and performance assessment.
- Oversight and management of the nomination process including reviews and updating of skills matrix, Trustee succession, Trustee appointment and Trustee on-going development.
- Reviewing and oversight of people related organisational health measures specifically focused on culture, equality, diversity and inclusion (EDI) and overall engagement and productivity.
- Other senior people related issues as required.

Remuneration

Remuneration is set within the overall context of the purposes, aims and values of the charity and with recognition of the impact pay levels have on the wider pay policy of Change Grow Live.

Retention and motivation are among the key considerations and principles used in setting remuneration levels, as are:

- the types of skills, experience and competencies needed to undertake the role;
- the scope, size, complexity, demands and levels of responsibility of the role;
- changes in the nature, size, complexity, demands and levels of responsibility;
- market scanning of other organisations' pay and remuneration policies and levels;
- Change Grow Live's ability to pay;
- the impact of any pay award on the wider organisation and the reputation of the charity.

All staff pay is reviewed in October of each year. The process of setting executive salaries involves the Chief Executive making proposals to the Remuneration and Nominations Committee.

Our commitment is to narrow and ultimately eradicate any gender pay gaps within the organisation. We do not pay contractual bonuses to any staff.

Public benefit

The Charities Act 2011 requires all charities to explicitly consider how their charitable aims are carried out for the public benefit. The Board of Trustees must:

- ensure they carry out the aims of Change Grow Live for the public benefit;
- have regard to the Charity Commission's guidance on public benefit; and
- report on Change Grow Live's public benefit in the Trustees' Annual Report.

The Board of Trustees has considered these requirements alongside Change Grow Live's aims and activities, all of which are detailed in this report. The Board is satisfied that Change Grow Live has charitable aims that are carried out for the public benefit, in particular:

- the benefits to individuals, families and communities (and hence the public) are clear and in line with Change Grow Live's aims;
- the beneficiaries are entirely appropriate to the aims;
- there is no unreasonable restriction to accessing Change Grow Live's services, either by poverty, any requirement to pay fees, any geographic restriction or the provision of services only for certain sections of the public; and
- there is no private benefit.

In arriving at this conclusion, the Board of Trustees also had regard to the Charity Commission's guidance on public benefit.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.



Our Modern Slavery Statement

Modern slavery is a grave violation of human rights, involving the deprivation of an individual's liberty for personal or commercial exploitation. This hidden issue manifests in various forms, including forced and compulsory labour, and human trafficking.

According to the United Nations International Labour Organisation, an estimated 49.6 million people worldwide are living in conditions of modern slavery.

As an ethical and socially responsible health and social care charity, we are dedicated to:

- Addressing instances of modern slavery encountered within our service operations.
- Ensuring that our core activities and supply chains are free from slavery and human trafficking, in accordance with the Modern Slavery Act 2015.

This document has been created in compliance with the requirements of the Modern Slavery Act 2015 to:

Provide a review of our modern slavery and human trafficking statement for our activities April 2023 to March 2024:

- Establishing a Modern Slavery Panel.
- Increasing uptake of training to improve knowledge and skills in relation to modern slavery.
- Reviewing key documents to ensure they include relevant information regarding modern slavery.
- Improving our procurement practices by embedding social value criteria and weighting into evaluation processes and decision making.

Outline our aims for April 2024 to March 2025 including:

- Improve recruitment processes when using recruitment agencies.
- Review key documents and update them, to ensure they respond to modern slavery, human trafficking and smuggling.
- Support our DSLs and the wider workforce to be more knowledgeable about modern slavery, human trafficking and smuggling, and to develop skills to identify, prevent and to safeguard against these risks.
- Continue to include Social Value as an evaluation question with a weighting of minimum 10% on all new central Procurement contract tenders.

Statement of trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;



- observe the methods and principles in the charities' statement of recommended practice;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the group will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the group 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 group's auditor is 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 auditor is aware of that information.

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

The Trustees' Annual Report (incorporating the strategic report) was approved and signed on behalf of the trustees on 18 September 2024.

Sue Killen | Chair

Date: 18 September 2024

Management and governance

Trustees

Trustees	Committee(s)
Sue Killen (Chair)	
Caroline Shuldham (Vice Chair)	
Jean Daintith	
Craig Denholm	
Elaine Hindal	
Deborah Rozansky	
Jim Heptinstall	
Tim Sampey	
Richard Wilson	
Michael Vavakis (appointed 13 December 2023)	
Rahul Jaitly (resigned 26 April 2023)	
Rachel Atkinson (deceased 21 September 2023)	
Hamza Drabu (appointed 18 September 2024)	committees to be confirmed
Jon Paull (appointed 18 September 2024)	committees to be confirmed

Co-opted members

Anna Purchas (Resigned 31 August 2023)	
Paul Barry	

Audit and Finance Committee
Quality and Performance Committee
HR Committee
Brand and Business Development Committee
Remuneration and Nominations Committee

Chairs

Audit and Finance Committee:
Richard Wilson

Quality and Performance Committee:
Caroline Shuldham

HR Committee (Disbanded March 2024):
Jean Daintith

Brand and Business Development Committee (Disbanded March 2024):
Elaine Hindal

Remuneration and Nominations Committee (Reformed April 2024):
Michael Vavakis

Executive management team

Mark Moody
Chief Executive (resigned Company Secretary 14 June 2023)

Nic Adamson
Deputy Chief Executive

Martin Halliwell
Chief Finance Officer
(appointed 13 March 2024)

Andrew Mondon
Chief Finance Officer
(Resigned 31 March 2024)

Dr Prun Bijral
Executive Medical Director and Responsible Officer

Bernie Casey
Executive Director

Vicki Markiewicz
Executive Director

Sue Shaw
Executive Director

Lee Phillips
Chief of Staff/Company Secretary
(Appointed Company Secretary 21 June 2023)

Professional advisors

Auditors

Crowe U.K. LLP
55 Ludgate Hill, London, EC4M 7JW

RSM UK (internal audit)
6th Floor, 25 Farringdon Street, London, EC4A 4AB

Bankers

Barclays Bank plc
10-12 The Martletts, Crawley, West Sussex, RH10 1ES

Legal

DMH Stallard
Griffin House, 135 High Street, Crawley, West Sussex, RH10 1DQ

Hempsons
The Exchange, Station Parade, Harrogate, North Yorkshire, HG1 1TS

Registered and principal office

North Suite, First Floor, 1 Jubilee Street, Brighton, East Sussex, BN1 1GE

Company number

England and Wales 03861209

Charity number

England and Wales 1079327
Scotland SC039861



Myka
Ministry of Justice
Innovation Project
Manager

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Independent auditor's report

To the Members and Trustees of Change Grow Live

Opinion

We have audited the financial statements of Change Grow Live ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise The Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the charitable company's affairs as at 31 March 2024 and of the group's 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, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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.

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 our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not dentified material misstatements in the strategic report or 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:

- the parent company has not kept adequate accounting records;
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and noncompliance with laws and regulations are set out below.

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**. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were, CQC Regulations for service providers and managers and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Audit and Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and CQC, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect noncompliance with all laws and regulations.

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, and to the charitable company'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 charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

Naziar Hashemi | Senior Statutory Auditor

For and on behalf of **Crowe U.K. LLP,**
Statutory Auditor, London

Date: 7 November 2024



Sean
Specialist Hepatitis C Worker

Consolidated statement of financial activities

(Incorporating the income and expenditure account) for the year ended 31 March 2024

	Notes	Unrestricted funds £'000	Restricted funds £'000	**Group total funds 2024 £'000**	Unrestricted funds £'000	Restricted funds £'000	Total funds 2023 £'000
INCOME FROM							
Donations and legacies	1	105	–	**105**	128	–	128
Investments	1	1,849	–	**1,849**	808	–	808
Charitable activities							
Health and social care services		249,288	52,319	**301,607**	243,700	35,145	278,845
Training and employability		2,742	73	**2,815**	2,985	673	3,658
Other income		965	–	**965**	826	–	826
TOTAL		**254,949**	**52,392**	**307,341**	**248,447**	**35,818**	**284,265**
EXPENDITURE ON							
Charitable activities							
Health and social care services	3	254,344	52,198	**306,542**	244,400	34,866	279,266
Training and employability	3	2,914	84	**2,998**	3,143	791	3,934
TOTAL	3	**257,258**	**52,282**	**309,540**	**247,543**	**35,657**	**283,200**
Net (expenditure)/incoming resources before other recognised (losses)/gains	2	(2,309)	110	**(2,199)**	904	161	1,065
Other recognised (losses)/gains							
Actuarial (losses) on social housing pension schemes	18	(59)	–	**(59)**	(20)	–	(20)
Actuarial gains on defined benefit pension schemes	18	244	–	**244**	1,902	–	1,902
(Losses) on revaluation fixed assets	5	(303)	–	**(303)**	–	–	–
Gains on revaluation investment properties		8	–	**8**	–	–	–
NET MOVEMENTS IN FUNDS		**(2,419)**	**110**	**(2,309)**	**2,786**	**161**	**2,947**
Reconciliation of funds							
Total funds brought forward		44,631	1,304	**45,935**	41,845	1,143	42,988
TOTAL FUNDS CARRIED FORWARD		**42,212**	**1,414**	**43,626**	**44,631**	**1,304**	**45,935**

The Charity reports Total income of £304,485K (2023: £280,518K) and Net expenditure of (£2,097K) (net income of 2023: £1,305K). The Group has no recognised gains or losses for the year other than as detailed above. The net movements in the Group's funds for the year arise from the Group's continuing operations. The Accounting Policies on **pages 99 to 103** and the notes on **pages 104 to 126** form part of these accounts. A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Balance sheets

as of 31 March 2024

	Notes	Group **2024 £'000**	Group 2023 £'000	Charity **2024 £'000**	Charity 2023 £'000
FIXED ASSETS					
Intangible assets		**–**	–	**50**	50
Tangible assets	5	**8,655**	9,025	**8,655**	9,025
Investments	6	**230**	–	**230**	–
		8,885	9,025	**8,935**	9,075
CURRENT ASSETS					
Debtors	7	**59,609**	55,444	**60,685**	62,162
Cash at bank and in hand		**57,405**	60,937	**43,478**	41,469
		117,014	116,381	**104,163**	103,631
Creditors: amounts falling due within one year	8	**(75,628)**	(72,466)	**(62,173)**	(59,214)
NET CURRENT ASSETS		**41,386**	43,915	**41,990**	44,417
Creditors: amounts falling due after more than one year	9	**(84)**	(84)	**(84)**	(84)
Provisions for liabilities and charges	10	**(5,674)**	(5,822)	**(5,674)**	(5,822)
Provisions for defined pension obligations	10	**(887)**	(1,099)	**(887)**	(1,099)
NET ASSETS		**43,626**	**45,935**	**44,280**	**46,487**
Funds					
Unrestricted	12	**30,058**	30,542	**30,722**	31,116
Designated	12	**12,154**	14,089	**12,154**	14,089
Restricted	13	**1,414**	1,304	**1,404**	1,282
		43,626	**45,935**	**44,280**	**46,487**

Approved by the Board of Directors and Trustees on 18 September 2024 and signed on its behalf by:

Richard Wilson **Sue Killen**

Date: 18 September 2024

The Accounting Policies on **pages 99 to 103** and the **notes on pages 104 to 126** form part of these accounts.
Company Registration Number: 03861209 (England and Wales).

Consolidated statement of cash flow

as at 31 March 2024

	Notes	2024 £'000	2023 £'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash (used)/provided by operating activities	17	**(5,381)**	6,073
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interest and rents from investments		**1,849**	809
Purchase of tangible fixed assets	5	**-**	-
NET CASH PROVIDED BY INVESTING ACTIVITIES		**1,849**	**809**
Change in cash and cash equivalents in the year		**(3,532)**	6,882
Cash and cash equivalents at the beginning of the year		**60,937**	54,055
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		**57,405**	**60,937**

	Group 2024 £'000	Group 2023 £'000
RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT		
(Decrease)/Increase in cash in the year	**(3,532)**	6,882
Decrease in net debt	**-**	-
Cash and cash equivalents at the beginning of the year	**60,937**	54,055
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	**57,405**	**60,937**

	At 1 April 2024 £'000	Cash Flow 2023 £'000	At 31 March 2024 £'000
ANALYSIS OF CHANGES IN DEBT			
Cash at bank and in hand	60,937	(3,532)	**57,405**
Bank and other loans	(84)	-	**(84)**
TOTAL	**60,853**	**(3,532)**	**57,321**

The Accounting Policies on **pages 99 to 103** and the notes on **pages 104 to 126** form part of these accounts.

Accounting policies

General information

Change Grow Live is a private company limited by guarantee and incorporated in England. The registered office address is North Suite, First Floor, 1 Jubilee Street, Brighton, BN1 1GE. The company registration number is 03861209 (England and Wales).

Basis of preparation

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), OSCR and the Companies Act 2006.

Basis of consolidation

These financial statements consolidate the results of the Charity and its subsidiary companies Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 19). A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd are included within the group financial statements on a line by line basis with intercompany transactions eliminated on consolidation.

The principal policies of the Group are as follows:

a. Going concern

The cost-of-living crisis and high inflation continues to put pressure on our services, despite this we continue to show resilience. The charity made a planned deficit for the year of (£2.2m) before gains and losses. During this period and throughout the ongoing transformation, the Executive Leadership Team work closely with the Board of Trustees to regularly monitor the situation, considering the cash position and the impact on reserves.

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our trustees have concluded that, through the ongoing monitoring of financial performance and risk management, it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

b. Income

Income from charitable activities includes contract and grant income, rents receivable and other sundry receipts.

Contract income is recognised in line with the delivery of the service and is accrued or deferred where required when cash is received in advance or arrears of service provision.

Where income is related to performance and specific deliverables, income is recognised as the Charity earns the right to consideration by its performance, including contracts which contain payment by results requirements.

Grant, donation, legacy and other income is recognised when the charity becomes entitled to the funds, receipt is probable and amounts can be measured reliably.

Where conditions exist which restrict the use of income to a particular purpose, income is recorded in an appropriate restricted fund.

c. Cost allocation

Income and direct costs relating to charitable activities are allocated to the charitable activity category of 'Health and social care services' and 'Training and education'.

Support costs are apportioned to charitable activities based on the direct costs of those activities.

d. Classification of expenditure

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

e. Project start-up costs

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

f. Intangible fixed assets

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

g. Tangible fixed assets

Freehold property

In accordance with FRS 102 freehold land is not being depreciated. Depreciation is charged on freehold buildings over a period of 50 years on a straight-line basis. The trustees consider the market value of the properties on an annual basis, together with reviewing them for impairment in accordance with FRS 102. Freehold land and buildings are initially recognised at cost but are subject to periodic revaluation by independent Chartered Surveyors.

Capitalisation of other assets

Leasehold improvements, computers and other equipment purchased for specific projects are treated as revenue expenditure at the date the cost is incurred as the economic benefit derived from their use is tied into the delivery of the service and not the direct benefit of the Charity.

h. Investments

The charity holds investments in order to generate income for the support of charitable activities. Investment properties are recorded initially at cost and are revalued at the end of each year on the basis of fair value. Gains or losses arising during the year are disclosed in the consolidated statement of financial activities within other recognised gains and losses in the year and in note 6.

The charity's investment in its subsidiary company is valued at cost.

i. Dilapidation provision

Provision is made for the legal obligation in property leases to reinstate the premises to the condition they were at the date the lease was signed and an estimate is made of the cost of that reinstatement.

j. Financial Instruments

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies that are classified as debt, are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

k. Funds

Restricted funds

Restricted funds are those whose application is limited to those causes specified by the donor. Any deficit incurred on any individual restricted fund is written off to the 'Unrestricted fund' in the financial year in which the deficit occurs.

Designated funds

Designated funds are allocated for a specified purpose to be utilised for the development of the organisation. Expenditure incurred is matched against the appropriate fund as expenditure arises.

Unrestricted funds

For control and audit purposes, funds received for each project are accounted for individually, with the relevant incoming resources and expenditure allocated accordingly. Expenditure for projects includes both direct costs attributable to the project and appropriate recharges for support costs.

l. Leasing commitments

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

Lease incentives are spread over the lease term.

m. Pension scheme arrangements

The Charity operates both defined benefit and defined contribution pension schemes for its employees. All defined benefit schemes are closed to new entrants.

The assets of any defined benefit and defined contribution pension schemes are held separately from those of the Charity.

Defined benefit schemes' current service costs alongside the expected return on the scheme assets less the scheme interest costs are charged to the Statement of Financial Activities. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses.

Defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities.

The resulting defined benefit asset or liability is presented separately after other net assets on the face of the Balance Sheet.

Where the charity participates in a multi-employer defined benefit scheme it is not always possible to identify on a reasonable and consistent basis the Charity's share of underlying assets and liabilities as the assets are co-mingled for investment purposes and the benefits are paid out of the Plan's total assets. Accordingly, due to the nature of such schemes, the accounting charge for the period under FRS 102 represents the employer contribution payable. The liability to make payments to fund any deficit relating to past service in such plans is recognised where the Charity has entered into an agreement to make those payments. Pension costs for defined contribution schemes are charged to the Statement of Financial Activities for the period in which they are payable.

An additional cessation liability is measured and recognised at the balance sheet date. A cessation liability is due when the last active member of the defined benefit scheme leaves for any given participation. Any shortfall between the asset and liability at that date will be due to the defined benefit scheme organisation. The cessation liability is measured using the projected unit method and discounted at a rate equivalent to the current rate of return on gilts less the actuarial scheme valuation. The cessation liability is presented within accruals.

n. Judgements and key sources of estimation uncertainty

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

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In particular, judgements are made in the following areas:

- Income recognition in relation to contracts;
- Depreciation and amortisation rates are over the estimated useful economic life of the assets;
- Dilapidation provisions are an estimate of the cost to reinstate premises in line with lease obligations;
- Freehold properties are held at valuation and continue to be maintained to a high standard. Trustees are satisfied that there are no indications of impairment and the current valuations remain appropriate;
- Pension assumptions for defined benefit pension schemes include, amongst others, estimates for longevity, discount rates and inflation.

o. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with maturities of three months or less.

Notes to the consolidated financial statements

(For the year ended 31 March 2024)

1. Income

	Group 2024 £'000	Group 2023 £'000
DONATIONS AND LEGACIES		
Donations	**105**	128
INVESTMENT INCOME		
Interest on UK cash deposits	**1,812**	808
Income from property investments	**37**	–

Income from charitable activities

Income from charitable activities includes contract income from statutory sources and other sundry receipts. Grant income recorded during the year is disclosed within note 13, 'Restricted funds'.

2. Net income

	Group 2024 £'000	Group 2023 £'000
NET INCOME IS STATED AFTER CHARGING		
Auditor's remuneration:		
– Audit services	**105**	91
– Non-audit services	**8**	38
Internal audit services	**108**	5
Operating lease rentals:		
– Plant and machinery	**643**	644
– Land and buildings	**4,944**	4,600
Depreciation and amortisation	**152**	155

Audit services fees, inclusive of VAT, are paid to Crowe U.K. LLP. Non-audit services of £8K includes £7K for Taxation services, and £1K for VAT advice (2023: non-audit services of £38K includes £7K for professional fees, £8K for Taxation services, £14K Assurance and £9K for VAT advice).

Internal audit services, inclusive of VAT, are paid to RSM UK.

3. Expenditure on charitable activities

	Direct Costs £'000	Support Costs £'000	Group 2024 total £'000	Direct Costs £'000	Support Costs £'000	Group 2023 total £'000
CHARITABLE ACTIVITIES						
Health and social care services	**282,539**	**24,004**	**306,543**	255,779	23,487	279,266
Training and employability	**2,317**	**680**	**2,997**	3,060	874	3,934
TOTAL	**284,856**	**24,684**	**309,540**	258,839	24,361	283,200

Total Support costs include governance costs of £240K (2023: £219K).

	HR and Training £'000	Business and IT Support £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2024 total £'000
SUPPORT COSTS ALLOCATED TO CHARITABLE ACTIVITIES					
Health and social care services	4,799	8,555	3,785	6,865	**24,004**
Training and employability	6	62	2	610	**680**
TOTAL	**4,805**	**8,617**	**3,787**	**7,475**	**24,684**

Support costs have been allocated to charitable activities based on the direct costs of those activities.

	HR and Training £'000	Business and IT Support £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2023 total £'000
SUPPORT COSTS ALLOCATED TO CHARITABLE ACTIVITIES					
Health and social care services	3,356	10,717	3,265	6,150	**23,488**
Training and employability	50	–	50	773	**873**
TOTAL	**3,406**	**10,717**	**3,315**	**6,923**	**24,361**

4. Staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Group 2024 £'000	Group 2023 £'000
Wages and salary costs	**174,659**	151,365
Social security costs	**17,199**	15,446
Redundancy costs	**122**	82
Training costs	**1,838**	1,704
Recruitment and general payroll costs	**1,719**	1,886
Pension costs for defined contribution pension schemes	**5,193**	4,589
Pension costs for defined benefit pension schemes	**703**	309
Agency and third-party organisations	**26,333**	27,233
TOTAL	**227,766**	**202,614**

Redundancy costs above relate to the costs of restructuring services at or around the commencement of services, or in response to changes in the funding and financial position on contracts. Total redundancy and termination costs paid in 2024 were £122K (2023: £82K). £14K remained unpaid at 31 March 2024 (2023: £nil).

Trustee remuneration and expenses are disclosed in note 22.

The number of higher paid employees who received total remuneration in the following bands were as follows:

	Group 2024 Number	Group 2023 Number
£60,000 to £69,999	**46**	31
£70,000 to £79,999	**27**	21
£80,000 to £89,999	**20**	28
£90,000 to £99,999	**24**	13
£100,000 to £109,999	**13**	12
£110,000 to £119,999	**5**	10
£120,000 to £129,999	**5**	1
£130,000 to £139,999	**8**	2
£140,000 to £149,999	**5**	9
£150,000 to £159,999	**3**	2
£160,000 to £169,999	**5**	5
£170,000 to £179,999	**3**	2
£180,000 to £189,999	**4**	3
£190,000 to 199,999	**1**	–
£200,000 to £209,999	**–**	–
£210,000 to £219,999	**1**	1
TOTAL	**170**	**140**

162 (2023: 105) of the higher paid employees were accruing pension benefits under a defined contribution scheme and 8 (2023: 5) under defined benefit schemes.

Contributions of £5,193,164 (2023: £4,588,686) were paid into a defined contribution scheme. The other employees were members of the SHPS, NHS, LGPS or Civil Service defined benefit schemes (see note 18) into which contributions of £1,599,423 (2023: £1,742,763) were paid during the year. Employers' pension contributions outstanding at the year-end amounted to £601,839 (2023: £607,706).

The key management personnel of the Group comprises 7 (2023: 7) employees: the Chief Executive, Deputy Chief Executive, three Executive Directors, the Chief Finance Officer and the Executive Medical Director. The total employee remuneration, benefits and contractual payments, inclusive of pension contributions and social security costs paid by the Charity, of the key management personnel were £1,260,376 (2023: £1,223,738).

4. Staff costs, trustee remuneration and expenses, and the cost of key management personnel (continued)

The following table shows the base salaries and employer pension contributions of a number of the Executive Leadership Team:

	Base Salary		Employer pension contributions	
	2024 £'000	2023 £'000	**2024 £'000**	2023 £'000
Chief Executive Officer	**192**	188	26	24
Chief Finance Officer	**168**	163	**9**	7
Deputy Chief Executive	**166**	111	**12**	8
Medical Director	**218**	214	**7**	7

	Group 2024 Number	Group 2023 Number
EMPLOYEE NUMBERS		
Average number of employees	**5,314**	4,933
Average number of full time equivalents	**4,294**	3,952
Average number of full time equivalents split between:		
Direct project staff	**3,761**	3,582
Operational support staff	**124**	66
Central support staff	**409**	304
TOTAL	**4,294**	**3,952**

5. Tangible fixed assets – Group and Charity

	Freehold property £'000	Total £'000
COST/VALUATION		
At 1 April 2023	**9,180**	9,180
Additions	**-**	-
Reclassification as investments	**(222)**	(225)
Disposals	**-**	
Revaluation	**(303)**	(300)
AT 31 MARCH 2024	**8,655**	**8,655**
DEPRECIATION		
At 1 April 2023	**(155)**	(155)
Charge for the year	**(152)**	(152)
Reclassification as investments	**3**	3
Disposals	**-**	-
Revaluation	**304**	304
AT 31 MARCH 2024	**-**	**-**
NET BOOK VALUE		
At 31 March 2023	**8,655**	8,655
AT 31 MARCH 2024	**9,025**	**9,025**

The total cost of freehold property at 31 March 2024 was £8.7 million and consists of eight properties. All eight properties were formally valued between 28 February 2024 and 31 March 2024 by several professional surveyors. Depreciation is charged on freehold buildings on a straight-line basis over a period of 50 years. All eight properties have been reviewed for impairment by the trustees in accordance with FRS102, the results of which indicated that no adjustments were necessary from the carrying value. The original cost of the freehold properties was £4.9 million.

6. Investments – Group and Charity

	£'000
MARKET VALUE	
At 1 April 2023	**–**
Reclassification as investments	**225**
Net investment gains in SOFA – unrealised	**5**
Market value	
AT 31 MARCH 2024	**230**

Investment properties are valued at the end of each year on the basis of open market value, by external firms of chartered surveyors.

7. Debtors

	Group		Charity	
	2024 £'000	2023 £'000	**2024 £'000**	2023 £'000
Income receivable	**44,589**	37,332	**3,513**	5,546
Other debtors	**11,636**	14,675	**4,486**	6,839
Intercompany	**–**	–	**49,302**	46,359
Prepayments	**3,384**	3,437	**3,384**	3,418
TOTAL	**59,609**	**55,444**	**60,685**	**62,162**

Included within 'Income receivable' is an amount of £0.11 million (2023: £0.71 million) relating to amounts invoiced in respect of the 2024-2025 financial year. An equivalent amount is included within 'Deferred income' in note 8.

8. Creditors

	Group		Charity	
	2024 £'000	2023 £'000	**2024 £'000**	2023 £'000
Trade creditors	**8,304**	10,775	**8,289**	10,698
Deferred income	**10,398**	13,405	**3,280**	4,017
Social security and other taxes	**17,039**	15,194	**16,463**	15,155
Accruals	**22,192**	19,826	**22,062**	19,012
Other creditors	**17,695**	13,266	**12,079**	10,332
TOTAL	**75,628**	**72,466**	**62,173**	**59,214**

Movements in deferred income

	At 1 April 2023 £'000	Released £'000	Deferred £'000	**At 31 March 2024 £'000**
Group	13,405	(12,580)	9,573	**10,398**
Charity	4,017	(3,732)	2,995	**3,280**

Contract income and grants are accounted for on an accruals basis in the period in which the performance criteria are met. Income is deferred due to the timing of receipts for contract income and grants.

9. Creditors: amounts falling due after more than one year

	Group		Charity	
	2024 £'000	2023 £'000	**2024 £'000**	2023 £'000
Bank and other loans	**84**	84	**84**	84

The loan from Brighton and Hove City Council is only repayable if the property is sold and is non-interest bearing. It is secured on the freehold property in St Andrew's Road, Portslade, East Sussex.

Change Grow Live has provided Barclays Bank with a Debenture, dated 4 September 2013, in support of its Bond, Guarantee and Indemnity (BGI) facilities and a charge over its freehold property at 140-142 King's Cross Road, London. In respect of the Debenture, a formula has been agreed whereby 'Good UK Debtors under 90 days' have to provide a minimum of two times cover against BGI exposure at any time. As at 31 March 2024, Change Grow Live had £1.9 million of BGI exposure (2023: £1.9 million) which was more than covered by 'Good UK Debtors under 90 days' which amounted to £42.5 million (2023: £36.7 million).

10. Provisions for liabilities and charges – Group and Charity

	Pension provisions £'000	Dilapidation provisions £'000	**Total £'000**
At 1 April 2023	1,099	5,822	**6,921**
Amounts released in the year	(212)	(591)	**(803)**
Additional amounts provided	–	443	**443**
AS 31 MARCH 2024	**887**	**5,674**	**6,561**

The pension provision includes Local Government Pension Scheme of £0.02 million (2023: £0.5 million) and Social Housing Pension Scheme of £0.7 million (2023: £0.6 million). A provision for NHS pension schemes of £nil million (2023: £0.2 million) has been made and is disclosed in other creditors in note 7.

11. Limited liability

The liability of each member of the charity is limited to £1.

12. Unrestricted funds

Unrestricted funds – Group (2023-2024)

	Total funds brought forward at 1 April 2023	Net expenditure	Gross transfers between funds	Other recognised (gains)	**Total funds carried forward at 31 March 2024**
Designated reserves	14,089	(1,935)	–	–	**12,154**
DESIGNATED RESERVES	**14,089**	**(1,935)**	**–**	**–**	**12,154**
Unrestricted funds	24,971	(559)	232	–	**24,644**
Pension reserve	(2,816)	27	–	185	**(2,604)**
FREE RESERVES	**22,155**	**(532)**	**232**	**185**	**22,040**
Revaluation reserve	4,123	310	–	(295)	**4,138**
Fixed assets net of related loans	4,264	(152)	(232)	–	**3,880**
TOTAL UNRESTRICTED FUNDS	**44,631**	**(2,309)**	**–**	**(110)**	**42,212**

Designated reserves expenditure of £1.9 million represents progression of our strategic plans covering development of our people, development of technological solutions supporting frontline delivery and a service redesign program.

Unrestricted funds – Charity (2023-2024)

	Total funds brought forward at 1 April 2023	Net expenditure	Gross transfers between funds	Other recognised (gains)	**Total funds carried forward at 31 March 2024**
Designated reserves	14,089	(1,935)	–	–	**12,154**
DESIGNATED RESERVES	**14,089**	**(1,935)**	**–**	**–**	**12,154**
Unrestricted funds	25,544	(458)	221	–	**25,307**
Pension reserve	(2,815)	27	–	185	**(2,603)**
FREE RESERVES	**22,729**	**(431)**	**221**	**185**	**22,704**
Revaluation reserve	4,123	310	–	(303)	**4,130**
Fixed assets net of related loans	4,264	(155)	(221)	–	**3,888**
TOTAL UNRESTRICTED FUNDS	**45,205**	**(2,211)**	**–**	**(118)**	**42,876**

Unrestricted funds – Group (2022-2023)

	Total funds brought forward at 1 April 2022	Net income	Gross transfers between funds	Other recognised (gains)	**Total funds carried forward at 31 March 2023**
Designated reserves	15,000	(911)	–	–	**14,089**
DESIGNATED RESERVES	**15,000**	**(911)**	**–**	**–**	**14,089**
Unrestricted funds	23,029	1,942	–	–	**24,971**
Pension reserve	(4,726)	28	–	1,882	**(2,816)**
FREE RESERVES	**18,303**	**1,970**	**–**	**1,882**	**22,155**
Revaluation reserve	4,123	–	–	–	**4,123**
Fixed assets net of related loans	4,419	(155)	–	–	**4,264**
TOTAL UNRESTRICTED FUNDS	**41,845**	**904**	**–**	**1,882**	**44,631**

Unrestricted funds – Charity (2022-2023)

	Total funds brought forward at 1 April 2022	Net income	Gross transfers between funds	Other recognised (gains)	**Total funds carried forward at 31 March 2023**
Designated reserves	15,000	(911)	–	–	**14,089**
DESIGNATED RESERVES	**15,000**	**(911)**	**–**	**–**	**14,089**
Unrestricted funds	23,750	1,794	–	–	**25,544**
Pension reserve	(4,726)	29	–	1,882	**(2,815)**
FREE RESERVES	**19,024**	**1,823**	**–**	**1,882**	**22,729**
Revaluation reserve	4,123	–	–	–	**4,123**
Fixed assets net of related loans	4,419	(155)	–	–	**4,264**
TOTAL UNRESTRICTED FUNDS	**42,566**	**757**	**–**	**1,882**	**45,205**

The Revaluation reserve relates to freehold properties (note 5).

13. Restricted funds

Restricted funds (2023-2024)

	Total funds brought forward as at 1 April 2023 £'000	Income £'000	Expenditure £'000	Net Income £'000	Gross Transfer between funds £'000	**Total funds carried forward at 31 March 2024 £'000**
HEALTH AND SOCIAL CARE SERVICES – CAPITAL FUNDS						
a. Brighton and Hove PCT	300	–	–	–	–	**300**
b. Brighton and Hove PCT	253	–	–	–	–	**253**
CAPITAL FUNDS	**553**	**–**	**–**	**–**	**–**	**553**
HEALTH AND SOCIAL CARE SERVICES – REVENUE FUNDS						
c. PHE Capital funding – East Lancashire	24	–	–	–	–	**24**
d. PHE Capital funding – Central and North Lancashire	416	–	–	–	–	**416**
e. Big Lottery	9	–	–	–	–	**9**
f. Donations to support individuals entering employment	23	74	84	(10)	–	**13**
g. PHE Adder funding	279	2,599	2,586	13	–	**292**
h. Corra	–	94	94	–	–	**–**
i. OHID – IPS Funding	–	1,763	1,656	107	–	**107**
j. OHID – SSMTRG	–	34,029	34,029	–	–	**–**
k. MHCLG RS Fund	–	11,981	11,981	–	–	**–**
l. Homeless Support Grant	–	1,852	1,852	–	–	**–**
Revenue Funds	751	52,392	52,282	110	–	**861**
RESTRICTED FUNDS – GROUP AND CHARITY	**1,304**	**52,392**	**52,282**	**110**	**–**	**1,414**

a. **Brighton and Hove Primary Care Trust:** Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.

b. **Brighton and Hove Primary Care Trust:** Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014-15.

c. **PHE Capital funding – East Lancashire:** Social Enterprise Scheme for refurbishment and re-sale of furniture.

d. **PHE Capital funding – Central and North Lancashire:** To help create a well-led skilled and valued adult social care workforce.

e. **Big Lottery:** Funding in Hertfordshire, Staffordshire to improve systems and services to meet the needs of families where a parent is dependent on alcohol.

f. **Donations to support individuals entering employment:** Various grants and donations received for specific purposes to support the training and employability of ex-offenders.

g. **PHE Adder funding:** The programme seeks to ensure that more people get effective treatment, with enhanced treatment and recovery provision, including housing and employment support, and improved communication between treatment providers and courts, prisons, and hospitals.

h. **Corra – SCVO Funding Scotland:** Grants to support the delivery of substance use services in Scotland.

i. **OHID – IPS funding:** Individual placement and support for drug or alcohol dependency in community treatment services.

j. **OHID – SSMTRG:** Grant received to support drug and alcohol treatment with a focus on reducing drug related crime and deaths.

k. **MHCLG funding:** Grant to support individuals living on the street.

l. **Housing Support Grant:** Grant to support individuals with housing and other related costs.

Restricted funds (2022-2023)

	Total funds brought forward as at 1 April 2022 £'000	Income £'000	Expenditure £'000	Net Income £'000	Gross Transfer between funds £'000	**Total funds carried forward at 31 March 2023 £'000**
HEALTH AND SOCIAL CARE SERVICES – CAPITAL FUNDS						
Brighton and Hove PCT	300	–	–	–	–	**300**
Brighton and Hove PCT	253	–	–	–	–	**253**
CAPITAL FUNDS	**553**	**–**	**–**	**–**	**–**	**553**
HEALTH AND SOCIAL CARE SERVICES – REVENUE FUNDS						
PHE Capital funding – East Lancashire	24	–	–	–	–	**24**
PHE Capital funding – Central and North Lancashire	416	–	–	–	–	**416**
Big Lottery	9	–	–	–	–	**9**
Donations to support individuals entering employment	141	867	985	(118)	–	**23**
PHE Adder funding	–	3,375	3,096	279	–	**279**
West Lothian and Forth Valley	–	57	57	–	–	**–**
Corra fund		1,261	1,261	–	–	**–**
OHID – IPS Funding	–	24,000	24,000	–	–	**–**
OHID – SSMTRG	–	6,258	6,258	–	–	**–**
Revenue Funds	590	35,818	35,657	161	–	**751**
RESTRICTED FUNDS – GROUP AND CHARITY	**1,143**	**35,818**	**35,657**	**161**	**–**	**1,304**

14. Analysis of net assets between Funds

Analysis of Group net assets between Funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2024 £'000**
Unrestricted funds	8,332	40,525	(84)	(6,561)	**42,212**
Restricted funds	553	861	–	–	**1,414**
TOTAL	**8,885**	**41,386**	**(84)**	**(6,561)**	**43,626**

Analysis of Charity net assets between Funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2024 £'000**
Unrestricted funds	8,382	41,140	(84)	(6,561)	**42,877**
Restricted funds	553	850	–	–	**1,403**
TOTAL	**8,935**	**41,990**	**(84)**	**(6,561)**	**44,280**

Analysis of Group net assets between Funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2023 £'000**
Unrestricted funds	8,472	43,164	(84)	(6,921)	**44,630**
Restricted funds	553	751	–	–	**1,304**
TOTAL	**9,025**	**43,915**	**(84)**	**(6,921)**	**45,934**

Analysis of Charity net assets between Funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors over one year £'000	Provisions for liabilities and charges £'000	**Total 2023 £'000**
Unrestricted funds	8,522	43,688	(84)	(6,921)	**45,205**
Restricted funds	553	730	–	–	**1,283**
TOTAL	**9,075**	**44,418**	**(84)**	**(6,921)**	**46,488**

15. Commitments due under operating leases

	Land and buildings		Other	
	Group 2024 £'000	Group 2023 £'000	**Group 2024 £'000**	Group 2023 £'000
GROSS OBLIGATIONS REPAYABLE ON LEASES:				
expiring within one year	**4,068**	2,502	**607**	680
expiring between two and five years	**6,486**	5,213	**450**	1,057
expiring in more than five years	**844**	4,666	**–**	–
TOTAL	**11,398**	**12,381**	**1,057**	**1,737**

16. Commitments due under operating lease receivable

	Land and buildings	
	Group 2024 £'000	Group 2023 £'000
GROSS OBLIGATIONS RECEIVABLE ON LEASES:		
expiring within one year	**(37)**	–
expiring between two and five years	**(111)**	–
expiring in more than five years	**–**	–
TOTAL	**(148)**	**–**

Operating leases receivable consists of a sublet property to We are With You.

17. Reconciliation of net (expenditure)/income to net cash inflow from operating activities

	Group 2024 £'000	Group 2023 £'000
NET (EXPENDITURE)/INCOME FOR THE YEAR	**(2,199)**	1,065
Actuarial and pension gains	**185**	1,882
Dividends, interest and rents from investments	**(1,849)**	(809)
Depreciation charges	**(155)**	155
(Increase) in debtors	**(4,165)**	(3,552)
Increase in creditors	**3,162**	9,613
(Decrease) in provisions	**(360)**	(2,281)
NET CASH USED IN OPERATING ACTIVITIES	**(5,381)**	**6,073**

18. Pension schemes

Introduction

This note provides details of a number of defined benefit pension schemes which Change Grow Live participates in as an employer. With the exception of the Social Housing Pension Scheme (SHPS), Change Grow Live has obtained formal membership of these NHS and Local Government Pension Schemes (LGPS) as a result of being commissioned to deliver services which required members of these schemes to transfer in to Change Grow Live. All the defined benefit pension schemes are closed to new members.

Change Grow Live is aware of the Virgin Media v NTL Pension Trustees II Limited Court of Appeal judgement which may give rise to adjustments to SHPS, LGPS and NHS pension schemes. At present the legal process is incomplete and therefore we are unable to quantify any potential liabilities.

Social Housing Pension Scheme (SHPS)

Change Grow Live participated in the Social Housing Pension Scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK. Within the scheme, Change Grow Live operated a final salary benefit structure with a 1/60th accrual rate for its members. The scheme is closed to new members and it was closed to future accrual as at 1 April 2017 and the three active members at that time were transferred into the SHPS defined contribution scheme. For Financial Years ending on or after 31 March 2020 the way in which an employer's Defined Benefit pension obligation in SHPS is stated in its company accounts has changed. Previously there has been insufficient information available for an employer in SHPS to account for its obligations on a Defined Benefit basis (i.e. stating assets and obligations).

As a result, and as required by FRS 102, employers have been accounting for the obligation by stating the present value of agreed future deficit repayment contributions. For Financial Years ending on or after 31 March 2020, sufficient information is available for an employer in SHPS to account for its obligations on a Defined Benefit basis.

Accordingly, the change from the present value of agreed future deficit repayment contributions to the FRS102 accounting disclosures are detailed on the following page in respect of the SHPS scheme.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,593 million. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive. The latest accounting valuation was carried out with an effective date of 30 September 2023. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2024 to 28 February 2025 inclusive. The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

We have been notified by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. This process is ongoing and the matter is unlikely to be resolved before the end of 2024 at the earliest. It is recognised that this could potentially impact the value of Scheme liabilities. An adjustment has been made of £0.12 million in these financial statements in respect of this potential issue.

	2024 £'000	2023 £'000
BALANCE SHEET AT 31 MARCH 2024		
Market value of assets	**3,208**	2,859
Liabilities	**(3,956)**	(3,516)
(DEFICIT)	**(748)**	**(657)**
CHANGES IN THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATIONS ARE AS FOLLOWS:		
Opening defined benefit obligation	**(3,516)**	(5,883)
Interest expense	**(168)**	(162)
Actuarial (losses)/gains due to scheme experience	**(471)**	785
Actuarial gains due to changes in demographic assumptions	**45**	8
Actuarial gains due to changes in financial assumptions	**23**	1,585
Benefits paid and expenses	**135**	155
Participant contributions	**-**	-
Expenses	**(4)**	(4)
DEFINED BENEFIT OBLIGATION AT THE YEAR END	**(3,956)**	**(3,516)**
CHANGES IN THE FAIR VALUE OF THE SCHEME ASSETS ARE AS FOLLOWS:		
Fair value of scheme asset at 1 April 2023	**2,859**	5,101
Interest income	**140**	142
Experience on plan assets (excluding amounts included in interest) income/(loss)	**167**	(2,398)
Employer contributions	**177**	169
Benefits paid and expenses	**(135)**	(155)
FAIR VALUE SCHEME ASSETS AT THE YEAR END	**3,208**	**2,859**
THE AMOUNTS INCLUDED WITHIN THE STATEMENT OF FINANCIAL ACTIVITIES ARE AS FOLLOWS:		
Net interest expense	**(28)**	(20)
Expenses	**(4)**	(4)
TOTAL AMOUNT CHARGED WITHIN NET (EXPENDITURE)	**(32)**	**(24)**
DEFINED BENEFIT COSTS RECOGNISED IN OTHER COMPREHENSIVE INCOME		
Experience on plan assets (excluding amounts included in net interest cost) – gain/(losses)	**344**	(2,398)
Experience (losses)/gains arising on the plan liabilities	**(471)**	785
Effects of changes in the demographic assumptions	**45**	8
Effects if changes in the financial assumptions	**23**	1,585
REMEASUREMENT EFFECTS RECOGNISED IN OVERALL FUNDS MOVEMENT	**(59)**	**(20)**
TOTAL AMOUNT CHARGED TO THE STATEMENT OF FINANCIAL ACTIVITIES	**(91)**	**(44)**

18. Pension schemes (continued)

	Assets at 31 March 2024		Assets at 31 March 2023	
	£'000	**%**	£'000	%
Global Equity	**320**	**10.0**	53	10.5
Absolute Return	**125**	**3.9**	31	1.1
Distressed Opportunities	**113**	**3.5**	87	3.0
Credit Relative Value	**105**	**3.3**	108	3.8
Alternative Risk Premium	**102**	**3.2**	5	0.2
Emerging Markets Debt	**41**	**1.3**	15	0.5
Risk Sharing	**188**	**5.9**	211	7.4
Insurance Linked Securities	**17**	**0.5**	72	2.5
Property	**129**	**4.0**	123	4.3
Infrastructure	**324**	**10.1**	327	11.4
Private equity	**3**	**0.1**	–	–
Private Debt	**126**	**3.9**	127	4.4
Opportunistic Illiquid Credit	**125**	**3.9**	122	4.3
High Yield	**–**	**–**	10	0.3
Opportunistic Credit	**–**	**–**	–	–
Cash	**63**	**2.0**	21	0.7
Corporate Bond Fund	**–**	**–**	–	–
Long Lease Property	**21**	**0.7**	86	3.0
Secured Income	**96**	**3.0**	131	4.6
Liability Driven Investment	**1,305**	**40.7**	1,318	46.1
Currency Hedging	**(1)**	**0.0**	5	0.2
Net Current Assets	**6**	**0.0**	7	0.2
TOTAL	**3,208**	**100.0**	**2,859**	**100.0**

MORTALITY ASSUMPTIONS BASED ON THE FOLLOWING LIFE EXPECTANCIES	Life expectancy at age 65 (Years)
Male retiring in 2024	**20.5**
Female retiring in 2024	**23.0**
Male retiring in 2044	**21.8**
Female retiring in 2044	**24.4**

ACTUARIAL ASSUMPTIONS: FINANCIAL	Beginning of year	End of year
Rate of RPI inflation	**3.2%**	3.2%
Rate of CPI inflation	**2.8%**	2.8%
Rate of increase in salaries	**3.8%**	3.8%
Rate of increase in pensions	**3.8%**	3.8%
Discount rate	**4.9%**	4.9%

The leaving employer's share of the buy-out debt is the proportion of the Scheme's liability attributable to employment with the leaving employer compared to the total amount of the Scheme's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Scheme liabilities, Scheme investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time. Change Grow Live has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Scheme, based on the financial position of the Scheme as at 30 September 2023. At this date the estimated employer debt for Change Grow Live was £2.01 million. The next valuation is expected to be published in November 2024. Change Grow Live has taken steps to mitigate this employer debt and has a SHPS defined contribution scheme alongside the defined benefit scheme. Ongoing membership of this defined contribution scheme will mean that Change Grow Live would not be in a cessation position and the employer debt would not therefore fall due.

NHS Pension Scheme for England and Wales

Change Grow Live has separate Directions Body status in 56 areas with NHS pensions during the year to 31 March 2024 (2023:56).

Past and present employees are covered by the provisions of the two NHS Pension Schemes.

Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at **www.nhsbsa.nhs.uk/pensions**. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The total employer contributions payable in 2023-2024 were £1,469,477 (2022-2023: £1,576,275). At 31 March 2024 there were 288 (2023: 313) active members in the scheme employed by Change Grow Live.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that the period between formal valuations shall be four years, with approximate assessments in intervening years.

An outline of these follows:

a. Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2022, and rolling forward that liability to 31 March 2023. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used. The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b. Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from April 2024.

The Department of Health and Social Care has recently laid Scheme Regulations confirming that the employer contribution rate will increase to 20.6% of pensionable pay from this date. Change Grow Live has confirmation that the employer contribution will remain at 14.38% and that central payment will be made by NHS England and the Department of Health and Social Care for the respective proportions of the additional 6.22%.

18. Pension schemes (continued)

Local Government Pension Schemes

In the process of taking over certain contracts, Change Grow Live gains admission body status into Local Government Pension Schemes which are multi-employer defined benefit schemes. During the year Change Grow Live had admission body status with the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the West Sussex Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund. All of these schemes are closed to new entrants from Change Grow Live.

Accordingly, the FRS 102 disclosures below relate to the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the West Sussex Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund and all 8 schemes are disclosed together as required by FRS 102.

The Charity has not recognised the pension surplus on its balance sheet for Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund and Norfolk Pension Fund as FRS 102 only permits a surplus to be recognised where the employer is able to recover that surplus either through reduced contributions in future or through refunds from the plan. Change Grow Live no longer has any participants in the London Borough of Newham Pension Fund as at the end of March 2024. This pension fund has now been closed.

	2024 £'000	2023 £'000
Balance Sheet at 31 March 2024		
Market value of assets	**4,725**	5,019
Liabilities	**(4,744)**	(5,201)
(DEFICIT)	**(19)**	**(182)**
SPLIT BETWEEN THE SCHEMES		
The London Borough of Newham Pension Fund	**-**	(29)
The Nottinghamshire County Council Pension Fund	**59**	(15)
The West Midlands Pension Fund	**1,190**	887
The London Borough of Lewisham Pension Fund	**95**	45
The West Sussex Pension Fund	**-**	(107)
Merseyside Pension Fund	**(6)**	(10)
Reading Pension Fund	**(13)**	(21)
Norfolk Pension Fund	**151**	120
TOTAL	**1,476**	**870**
CHANGES IN THE PRESENT VALUE OF THE DEFINED BENEFIT OBLIGATION ARE AS FOLLOWS:		
Opening defined benefit obligation	**(4,593)**	(8,072)
Defined benefit obligation on admission to scheme	**-**	-
Interest cost	**(222)**	(218)
Actuarial gain	**227**	3,401
Benefits paid	**5**	32
Participant contributions	**(33)**	(42)
Past service cost	**-**	-
Current service cost	**(128)**	(302)
DEFINED BENEFIT OBLIGATION AT THE YEAR END	**(4,744)**	**(5,201)**

	2024 £'000	2023 £'000
CHANGES IN THE FAIR VALUE OF THE SCHEME ASSETS ARE AS FOLLOWS:		
Opening fair value of scheme assets	**5,599**	5,958
Fair value of scheme assets on admission to the scheme	**-**	-
Interest income on plan assets	**269**	162
Return on scheme assets greater/(less) than discount rate	**248**	(173)
Actuarial gain	**(1,496)**	(33)
Employer and participant contributions	**110**	189
Benefits returned	**(5)**	(32)
FAIR VALUE OF SCHEME ASSETS AT THE YEAR END	**4,725**	**6,071**
CHANGES IN THE FAIR VALUE OF THE SCHEME ASSETS ARE AS FOLLOWS:		
Net interest on net defined benefit liability	**(47)**	56
Current service cost	**128**	302
TOTAL AMOUNT CHARGED WITHIN NET INCOME	**81**	**358**
Net defined benefit liability b/fwd on admission to the schemes		
Actuarial loss/(gain)	**1,311**	(1,902)
Return on scheme assets (greater)/less than discount rate	**(188)**	105
REMEASUREMENT EFFECTS RECOGNISED IN OVERALL FUNDS MOVEMENT	**1,123**	**(1,797)**
TOTAL AMOUNT CHARGED/(RELEASED) TO THE STATEMENT OF FINANCIAL ACTIVITIES	**1,204**	**(1,439)**

	Assets at 31 March 2024		Assets at 31 March 2023	
	£'000	**%**	£'000	%
ADDITIONAL DISCLOSURE ITEMS:				
Equities	**4,032**	**64.7**	3,813	62.8
Government Bonds	**1,052**	**16.9**	975	16.1
Other Bonds	**154**	**2.5**	274	4.5
Property	**552**	**8.9**	560	9.2
Cash/Liquid	**206**	**3.3**	223	3.7
Other	**231**	**3.7**	226	3.7
TOTAL	**6,227**	**100.0**	**6,071**	**100.0**

18. Pension schemes (continued)

ACTUARIAL ASSUMPTIONS: FINANCIAL	Beginning of year	End of year
Rate of RPI inflation	**3.9%**	**3.1%**
Rate of CPI inflation	**2.9%**	**2.8%**
Rate of increase in salaries	**4.0%**	**3.8%**
Rate of increase in pensions	**2.7%**	**2.6%**
Discount rate	**4.8%**	**4.9%**

19. Subsidiary companies

Change Grow Live Services Ltd

(Company number 6228752 (England and Wales))

Change Grow Live Services Ltd undertakes contracts delivering a broad range of health and social care services and commenced trading on 1 October 2017. The company outsources this work to Change Grow Live, its parent company, at a value equal to income receivable under the terms of the service contract less a fee in line with the service agreement between the two organisations.

	2024 £'000	2023 £'000
Income	**265,169**	228,833
Expenditure	**(263,785)**	(227,997)
PROFIT BEFORE GIFT AID	**1,384**	**836**

	2024 £'000	2023 £'000
Gross assets	**61,002**	57,127
Total liabilities	**(61,002)**	(57,127)
NET ASSETS	**-**	**-**

The results of Change Grow Live Services Ltd for the years to 31 March 2024 and 2023 are consolidated in these financial statements.

Bounce Back Foundation

(Company Number 07675301 (England and Wales)) (Charity Number 1144297 (England and Wales))

Change Grow Live became the sole member of Bounce Back Foundation on the 29 July 2020.

Bounce Back Foundation is a registered charity, limited by guarantee. Its primary objective is the rehabilitation of ex-offenders, the relief of unemployment and the advancement of education and training principally with ex-offenders but also other socially excluded or marginalised people.

	2024 £'000	2023 £'000
Income	**2,586**	3,512
Expenditure	**(2,728)**	(3,709)
NET EXPENDITURE	**(142)**	**(197)**

	2024 £'000	2023 £'000
Gross assets	**1,834**	2,543
Total liabilities	**(2,389)**	(2,956)
NET LIABILITIES	**(555)**	**(413)**

The results of Bounce Back Foundation Ltd for the years to 31 March 2024 and 2023 are consolidated in these financial statements.

Social enterprises

Bounce Back Project Limited

(Company number 8699910 (England and Wales))

Bounce Back Project Limited is a UK incorporated and registered company, consisting of 100 ordinary shares of £1 which is a wholly owned subsidiary of Bounce Back Foundation.

Bounce Back Project Limited is a painting and decorating and construction social enterprise, offering training and work experience.

The results of Bounce Back Project Limited for the year to 31 March 2023 and the year to 31 March 2024 are consolidated in these financial statements.

The income and expenditure of Bounce Back Project Limited and their balance sheet at 31 March 2024 and 31 March 2023 are summarised below:

	2024 £'000	2023 £'000
Income	**270**	300
Expenditure	**(249)**	(276)
NET INCOME	**21**	**24**

	2024 £'000	2023 £'000
Gross assets	**166**	76
Total liabilities	**(562)**	(493)
NET LIABILITIES	**(396)**	**(417)**

Dormant subsidiary companies

Change Grow Live also has the following wholly owned subsidiary companies, none of which have traded during the year, nor since incorporation:

Crime Reduction Initiatives Limited – company number 9832039, limited by guarantee, Nil net assets/liabilities. Crime Reduction Initiatives Limited is a dormant subsidiary registered in England and Wales and is consolidated within these accounts. There were no transactions with Change Grow Live during the year.

20. Investments

On 3 November 2014, Change Grow Live acquired a 5% interest in The Reducing Reoffending Partnership Limited at a cost of £5. These shares were transferred on 12 November 2020.

On 29 July 2020, Change Grow Live acquired a 100% interest in Bounce Back Foundation at a cost of £50,000.

21. Capital commitments – Group and Charity

There are no capital commitments at the year end.

22. Trustee and related party transactions

During the year, Change Grow Live was supported by Build on Belief Limited in the delivery of its services across a number of locations. Trustee Tim Sampey is the Chief Executive of Build on Belief. During 2023-24, the value of services provided was £432,091 (2022-23: £252,667). These services are provided at arm's length and Tim Sampey is not involved in the provision of these services. At 31 March 2024 there were outstanding fees of £62,690 (2023: £21,667).

There are no other related party transactions outside of those with group companies already disclosed above.

During the year, no Trustee received any remuneration (2023-2024: £nil). 5 trustees (2022-23: 3 trustees) received general travel expenses of £1,272 (2022-23: £385).

During the year, Change Grow Live continued its insurance policy to indemnify the charity trustees or other officers against all risks except for dishonesty, fraud or deliberate breach of trust. The insurance cost £4,510 (2022-23: £4,100).

During the year, £172.1 million (2022-23: £184.6 million) was receivable from Change Grow Live Services Ltd. At the year end £48.6 million (2022-23: £43.6 million) was due from Change Grow Live Services Ltd.

During the year, £2.59 million (2022-23: £0.33 million) was receivable from Bounce Back Foundation Limited. At the year end, £0.61 million (2022-23: £2.4 million) was due from Bounce Back Foundation.

During the year, £nil million was receivable from Bounce Back Project Limited to Bounce Back Foundation (2022-23: £nil million). At the year end, Bounce Back Project Limited owed £0.03 million (2022-23: £0.03 million) to Bounce Back Foundation.

23. Ten-year summary

The table below discloses Change Grow Live and the Group's financial performance over the last ten years and includes details of annual growth rates and return on 'Incoming resources'.

	Group 2023/ 24 £'000	Group 2022/ 23 £'000	Group 2021/ 22 £'000	Group 2020/ 21 £'000	Group 2019/ 20 £'000	Group 2018/ 19 £'000	Group (Restated) 2017/ 18 £'000	Group 2016/ 17 £'000	Group 2015/ 16 £'000	Group 2014/ 15 £'000
Incoming resources	**307,341**	284,265	242,225	220,126	219,120	212,573	195,546	155,970	158,326	141,520
Growth %	**10%**	17%	10%	0%	3%	9%	25%	(1%)	12%	21%
Resources expended	**(309,540)**	(283,200)	(238,680)	(213,838)	(215,163)	(210,332)	(192,976)	(152,433)	(156,310)	(139,242)
Net incoming resources	**(2,199)**	1,065	3,545	6,288	3,957	2,241	2,570	3,537	2,016	2,278
%	**(0.7%)**	0.4%	1.50%	2.90%	1.80%	1.10%	1.30%	2.30%	1.30%	1.60%
Expenditure on raising funds	–	–	–	–	–	–	–	–	–	(407)
Other recognised (losses)/gains	**(110)**	1,882	1,647	(1,946)	1,066	(1,036)	127	(244)	2,324	277
Net movements in funds	**(2,309)**	2,947	5,192	4,342	5,023	1,205	2,697	3,293	4,340	2,148
%	**(0.8%)**	1.0%	2.10%	2.00%	2.30%	0.60%	1.40%	2.10%	2.70%	1.50%
TOTAL FUNDS CARRIED FORWARD	**43,626**	**45,935**	**42,988**	**37,796**	**33,454**	**28,431**	**27,226**	**24,529**	**21,236**	**16,896**

Notes:

% above is in relation to 'Incoming resources'.

Expenditure on raising funds relates to the costs incurred in bidding for the Ministry of Justice 'Transforming Rehabilitation' competition. Total funds carried forward were restated in 2014/15 due to the effects of the implementation of FRS 102.





About Change Grow Live

We help people to change the direction of their lives, grow as individuals, and live life to its full potential.

Find out more

changegrowlive.org | queries@cgl.org.uk

@changegrowlive

@changegrowlive

Change Grow Live

Change Grow Live Registered Office:
North Suite, First Floor, 1 Jubilee Street, Brighton, East Sussex BN1 1GE.

Registered Charity Number 1079327 (England and Wales)
and SC039861 (Scotland).

Company Registration Number 3861209 (England and Wales).

CHANGE, GROW, LIVE

England & Wales - Charity number 1079327

Accounts


Change
Grow
Live
We believe
in people
Annual Report 2022-2023

Change Grow Live is a charity, providing prevention, treatment and recovery support services across England and Scotland.

Every year our multi-disciplinary teams support more than 200,000 people affected by drug or alcohol use, homelessness and the criminal justice system.

We believe in change.
We believe in making a difference.
We believe in people.
We believe in young people's futures.
We believe in saving lives.
We believe in tackling stigma.
We believe in new beginnings.

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Throughout 2022, our work has been made possible by the support and contribution of countless people.

We would especially like to thank:

The people who access our services, for being the reason we exist and for continuing to inspire us to believe in people.

The people who work and volunteer in our services, for making a real and lasting difference in people's lives every single day.

Our commissioners, for supporting us to innovate and develop the way we work.

Our partners, for helping us to build the frameworks that will support people for years to come.

Dame Carol Black, for providing the vision and ambition that is driving our sector forward.

Kharina

As a member of the Brighton and Hove Health Promotion Team, Kharina delivers training around drugs and alcohol to local hostels, charity groups, NHS and council staff, the police, and many more.

“We’re a charity that continues to put the people who use and run our services at the heart of everything we do.”



A message from our CEO, Mark Moody

2022 saw many changes in our sector and beyond.

The government’s use of Dame Carol Black’s landmark report as the cornerstone of a new drug strategy is hugely positive, not only in terms of financial investment but, more importantly, in its recognition that drug and alcohol issues are predominantly health conditions and should be treated as such.

This shift in perception and policy and the investment that followed have been echoed in other areas, including our work with homeless or insecurely housed people and those in the criminal justice system.

I like to think that maybe those we exist to serve are - finally - starting to be seen as people rather than just problems.

However, alongside these positives are some major challenges.

Inflationary pressures have increased our operating costs at a time when budgets are already stretched, and the cost of living crisis continues to put huge pressure on the people who use our services, our staff and volunteers, and on Change Grow Live itself.

There are, of course, no easy answers to these issues, but as a large organisation with a history of managing our finances responsibly, we were able to allocate some of our hard-won reserves to an unprecedented pay award of £2,200 for all staff and commit to a programme of investment in new systems and ways of working to reduce bureaucracy and improve care.

Choosing to do this puts us in a financial deficit for the first time in many years, but we believe it is the right course of action given our determination to fully realise the ambition for better services, and our commitment to creating the conditions for our people to do their best work.

Change takes time, but the decisions we have made this year will lead to improved systems, processes and technology that increase human connection, more opportunities to work with partners who can do the things we can’t, and better trained staff and volunteers.

Which means a charity where those who put their heart and soul into their work feel fully empowered to support the people who use our services to live the lives they want to lead.

Our values are Open, Bold and Compassionate and I think they are evidenced in the way we are dealing with the present and preparing for the future. I hope you agree.

A message from our Chair of Trustees, Sue Killen

As I've been visiting our services over the last year, nothing has been more heartening than seeing the extraordinary work of our staff, volunteers, and peer mentors. To hear firsthand that they never give up on anyone who needs our support; they continue to find new ways to reach out to people, and to work with them to change their lives.

I've also seen a commitment to quality that is stronger than ever. As people face financial and social pressures, the stability and support that our services provide are more vital than they've ever been – and it's clear that the Change Grow Live team have embraced this responsibility. Every day we strive to continuously improve the quality of how we work – meeting both external regulatory requirements and our own high standards. That need for continuous improvement and learning also applies to the Board of Trustees, and this year we are undertaking one of our regular governance reviews to ensure we are as effective as we can be, providing Change Grow Live with the right level of strategic steer and governance.

It's important that Change Grow Live gets the support and investment it needs so that it can carry on doing its extraordinary work. Throughout the year the board has approved a programme of strategic investment focused on transforming the support we give our people - modernising our systems and how we work and ensuring that the organisation's foundations are secure.

Trustees are never happier than when we are visiting our services on the frontline and getting to know the people who make up this organisation. It's an invaluable insight into the things that matter, but it's also an opportunity for us to see what 'believe in people' means in practice.

One of the roles of the board is to ensure we have the guidance and the framework to be a safe, effective organisation that makes a genuine difference in people's lives. We can take a step back and bring a wider perspective to where Change Grow Live is headed. That perspective should be informed by the voices of the people who work and volunteer in our services, as well as those who access or are in need of our services.

To the people who work and volunteer in our services: thank you. You are Change Grow Live and the difference that we make as an organisation would be impossible without you. Over the next 12 months I'm looking forward to continuing to listen and to learn from your experiences and your knowledge.

To the people who access and use our services: we are here for you, we will not give up on supporting you, and your voices are more powerful than ever in helping us to affect genuine change.

"The stability and support that our services provide are more vital than they've ever been – and it's clear that the Change Grow Live team have embraced this responsibility."



Our year in numbers

Whether it's a test for hepatitis C or the provision of a potentially life saving naloxone kit, each number below represents the difference we make for people and communities.

We worked with **197,468** people. On each occasion we helped someone to change the direction of their lives, grow as an individual and live life to its full potential.

38% of our services operated in the top third most deprived areas. This means that we work with some of the most marginalised people in society who have been disproportionately affected by health and social inequalities.

21% more under 18s accessed treatment through our services compared to last year.

7.5% more people accessed support through our prisons and community services compared to the previous year.



Our volunteers donated **235,397** hours of their time to give people the support and inspiration they need to change their lives.



We tested **35,202** people for hepatitis C, which disproportionately affects people receiving support from drug treatment services.

1,486 of those people started potentially lifesaving hepatitis C treatment.



Naloxone temporarily reverses the effects of an opioid overdose and can save lives. We handed out **25,485** kits.



Mannie

Mannie has been supporting people to change their lives for two years as a Recovery Coordinator. During that time she's trained in acupuncture so she can offer it as another option in people's journey with our services.

We believe in change

At the heart of Change Grow Live's approach is the fundamental principle of 'believe in people'. This means supporting people to define their own aims and increase their self-efficacy, confidence, and capacities. In short, to help people believe in themselves and make the changes they want to see.

We base our decisions and strategy on the core idea of 'believe in people' – every person's right and capacity to choose a better life – that's why we deliver services which:

- Understand and engage with the full spectrum of an individual's needs, rather than concentrating on specific issues in isolation.
- Start with the people we exist to serve - making sure everyone is involved in assessing and meeting their own needs rather than us deciding, dictating and 'doing to'.

We believe that change is possible, and we believe the time is right to make it happen.

A crossroads moment

Dame Carol Black's report, the Government's 10-year drug strategy, and the promise outlined by Integrated Care Systems for longer term, more locally-focused commissioning, has created an opportunity for us to re-imagine and look to the future.

We will use this opportunity and this clear direction to enhance the work we do, and to develop new ways of working that will continuously improve our ability to provide:

- Services which are accessible for everyone, so more people can get the support they need, when they need it
- Services shaped and owned by people accessing them
- Meaningful care plans that help people change the things they want to change
- Services in the heart of communities and delivered in partnership
- Services which challenge stigma and oppression so nobody ever struggles to reach out and ask for help

Turning these ideas and principles into reality is a transformative ambition that demands investment, partnership working, and a commitment to pushing ourselves and everyone we work with to change.

We believe that change is possible, and we believe the time is right to make it happen.

We believe in making a difference

To us, making a difference begins with helping people to change the direction of their lives, but it goes beyond that; it's about embracing new ways of doing things, sharing our resources and our knowledge with others, and creating a lasting positive impact in our society.

Helping people take the first step

We know how daunting it can be to reach out for help for the first time and we want to make it as easy as possible.

We've made it easier to contact us, providing support by phone, through webchat and through our front doors. We have also reduced the number of questions we ask, so we focus on creating a welcoming space and helpful conversation, rather than ticking boxes and collecting data.

A growing number of our services have launched engagement centres, providing dedicated teams who act at the first point of contact for Change Grow Live.

When someone contacts a service looking for support, our dedicated teams provide a warm welcome and a helpful conversation and identify what needs to happen next to help them get support quickly.

In the southeast, the First Step engagement centre has been helping people to access the support they need from our services across the region.

We asked some of the people supported by First Step about their experience:

"My experience with First Step was awesome. I sent the referral at 1:30am at the end of my tether and got a call the next morning. It was so quick and the whole process helped me to get the help I needed when I needed it."

"When my referral was done, First Step made contact very quickly. That really helped, as it was important for me to strike while the iron was hot!

Using our data to make a difference

Our data helps us to create a detailed overview of our services and the people who access them, so that we can offer the support that is right for them. Over the last year we have made our data more accessible, useful and impactful than ever before by expanding and developing our use of Tableau: the data visualisation tool that empowers staff to better understand data through engaging, easy to understand dashboards.

"We are using data to help our people focus on the things that matter: the right interventions at the right time, for the right people.

For example, our data can help us to flag when someone is pregnant and needs specific support with that, or if they're affected by domestic abuse and need a referral to additional services. It helps us

"We are using data to help our people focus on the things that matter: the right interventions at the right time, for the right people."

to build a clearer picture of each person's unique situation and what is right for them – and we are always looking for new ways to make this data more accessible and impactful.

Recently, we've introduced new dashboards to help services meet the targets of the National Drug Strategy, and we've used our data to better understand and work towards reducing our waiting times.

It's about taking information and making it digestible in a way that helps us to identify people's risks and needs."



- Jeff Crouch is our Director of Information

Now, we're developing new ways of sharing our data to better support the people we serve. In Lancashire, our Inspire service was the first to share data from our internal system with the wider local healthcare landscape as part of a shared care record.

Sharing our data as part of this care record ensures partner organisations have access to a detailed, real-time overview of people's treatment journey – and helps each person receive the support that's right for them.

Award-winning, life-saving partnerships

All of us can achieve more together than we can apart – that's why our partnerships play such an important part in changing lives, and even saving lives. By bringing together the right knowledge and resources, we aim to make sure everyone who accesses our services gets the support that's right for them.

In 2023, we were proud to be part of a group of providers who received the Best Healthcare Analytics Project for the NHS award at the Health Service Journal Partnership Awards.

The award was shared by the members of the Hep C Drug Treatment Provider Forum – a partnership between ourselves and several other providers and experts from across the sector. Together, the forum works towards the NHS's goals of eliminating hepatitis C and ensuring people living with the virus get the life-saving treatment they need.

The award recognised the forum's efforts and outstanding dedication to improving partnership working with the NHS. It highlighted the innovative sharing of data insights and analytics to spot patterns and trends and ensure that nobody living with hepatitis is left behind.

"What we have achieved in the past year is unbelievable. Together we have saved lives! The unwavering commitment shown from the people who work in our services means we have been able to support more people than ever before who are at risk of or living with hepatitis C. To all those involved, thank you!"

- Tracey Kemp is our National Hepatitis C Strategy Lead

You can read more about our work supporting people with hepatitis C on page 45.



Guehi

Guehi is a Data Specialist who works with services across the North East and Scotland. Last year she spent nine months on secondment helping to set up and implement a new service in Sefton.

Bringing lived experience to the policy debate

Everyone who walks through the door of one of our services has a story to tell – it's up to us to make sure their voices are heard.

Throughout the last year we've put the voices of people with lived experience at the centre of national policy discussions. We've built relationships with MPs and government departments to keep the people we work with at the forefront of their minds – from party conferences all the way to Westminster.

In October 2022, a group of people with lived experience of accessing our services attended the Parliamentary Home Affairs Committee as it gathered evidence for its inquiry into the UK's approach to drugs. They spoke openly and passionately with MPs about their experiences of drug treatment services.

The committee will look at whether the UK's laws around drugs are fit for purpose, and explore approaches to drugs that have been used elsewhere. The stories people shared that day have ensured that lived experience and first-hand knowledge of accessing support will play a major part in guiding the debate.

Lasandra Snape is our National Inclusion Engagement Lead, and she attended the committee alongside representatives from our services:



Everyone who walks through the door of one of our services has a story to tell – it's up to us to make sure their voices are heard.

"It was a truly rewarding experience, we all felt proud to be a part of it and have our voices heard. It was evident that the MPs had listened and understood the experiences our people had shared of accessing services.

During the meeting, one of the key takeaways was the need to support people from underrepresented groups regarding language, culture, and stigma. Additionally, there was a call for more community work and a better understanding of the communities we serve.

Overall, it was an incredibly beneficial experience for all of us to express ourselves and for the MPs to see and hear the real-life situations of people who use our services."

Empowering the next generation of experts

In her independent review, Dame Carol Black called for a specialised workforce who understand how to make a difference in people's lives. We are perfectly placed to empower this next generation of experts.

"It was a truly rewarding experience, we all felt proud to be a part of it and have our voices heard."

We've launched two new trainee roles for people to gain valuable frontline experience at our services.

Our new **trainee psychiatrists** will ensure that mental health and wellbeing are at the heart of what we do. Many of the people who access our services are affected by trauma or poor mental health.

After a year of honing their skills and their knowledge, our trainee psychiatrists will be recognised as specialists in their field by the General Medical Council.

Our second new training post is for **clinical fellows**.

Over their 6 months as a clinical fellow, doctors will gain firsthand experience and specialist knowledge of the drug and alcohol sector.

The roles are open to any doctor with General Medical Council registration, and they can use their newfound expertise to increase awareness and understanding across the healthcare landscape.

Justin Markiewicz and Tayaba Malik both joined Change Grow Live as clinical fellows. They're now both speciality doctors at two of our drug and alcohol services.

Our new trainee psychiatrists will ensure that mental health and wellbeing are at the heart of what we do.

Justin said about his experience:

"I was the first clinical fellow at Change Grow Live. I had worked briefly with Change Grow Live after completing my medical degree. Working in the sector had a more profound impact on my career than I ever thought, highlighting the stigma and discrimination that people who use drugs face when presenting to secondary healthcare.

I loved my clinical fellow post. It was fun and challenging, and the culture within the team was wonderful and welcoming, making me feel relaxed during a significant period of change for myself. I was provided with a great structure for learning, enabling me to rapidly become comfortable in assessing and reviewing the people who use our services."

Tayaba told us about her role as a clinical fellow:

"During my training period I had an opportunity to learn every aspect which was mandatory for me to start as a new speciality doctor in substance misuse services. This included opiate and alcohol assessments, attending teaching sessions and visits with the outreach team to support people who were homeless and harder to engage.

By the time I completed my 6-month fellowship, I was very comfortable and confident working with adults and young people affected by opiates and alcohol, as well as those with a dual diagnosis for their mental health. I always felt like a part of the team."



Adam

Adam supports people as a Recovery Coordinator at our service in Birmingham. He finds it important to connect with people on a level that helps to create meaningful conversations and lasting change.

We believe in people

People are at the heart of everything we do – the people we support to make positive changes in their lives, and the people who work and volunteer with us to make that change possible.



Naomi

Naomi helps to deliver our Developing Together programme. She enjoys meeting people from across the charity as she helps them to take charge of their potential and put our values into practice.

Our values are to be open, be compassionate, be bold. Over the last year, we've made sure these values are threaded through everything we do, so that they're felt by every person we work with.

Making a promise to our people

In 2023 we set out our commitment to our staff and volunteers in our People Promise. The People Promise sets in stone what kind of organisation we will be for our people.

It promises them that they'll be part of a welcoming, inclusive organisation that is there for them when they need us, and that we'll provide them with the tools and resources they need to do the very best work they can.

The promise features examples of what we are currently doing, including:

- Mentoring and coaching available to all.
- Cultural and leadership development programmes.
- Salaries that are as generous as we can afford.
- Making our job opportunities as transparent and attractive as possible.
- New routes into the sector with work experience, placements and training programmes.

It also outlines our plans for the future, including:

- Exploring new ways of working to allow greater flexibility.
- Implementing the MIND Index to make sure our policies and practices support and promote good mental health and wellbeing.
- Streamlining and improving our recruitment process to make it easier for the best talent to join our staff.
- Showcasing careers and opportunities in the sector in schools, colleges and universities.

The People Promise isn't just a statement of intent – we want to be able to show that it is working for our people.

We can be confident our promise is making a difference when we can evidence that:

- Our volunteers and staff tell us they feel cared for and have everything they need to do their best work.
- We are known for being a learning organisation where those who want to are able to progress in their career.
- Our organisation is recognised for reflecting and celebrating the diversity of background, experience and thinking that exists in the communities we work in.
- More people join us – from in and outside the health and social care sector.
- When people do leave, they feel positive about their experience of working for us.

It promises them that they'll be part of a welcoming, inclusive organisation that is there for them when they need us.

Services shaped by the people who access them

The people we help and support are at the heart of everything we do, so it's essential they have a say in how we do things.

Over the last year we've transformed the way we listen, and the way we act on what we hear.

We've launched a new toolkit to help our teams listen to the people we support and use that feedback to develop their services for the better. The toolkit is **a roadmap for ensuring we're an organisation led by the voices of the people we're here to serve.**

The toolkit was created by staff and people with lived experience working together in partnership, and it will continue to grow – it's been designed to be a living document that will adapt and change over time to continuously meet people's needs.

Making sure that people with lived experience have their say can even build bridges with people we might otherwise struggle to reach.

We heard from armed forces veterans who access our services about the barriers that often stop people with their lived experience from reaching out for help.

We listened, and we acted: from new training that raises awareness of their specific support needs, to setting our commitment in stone by signing the Armed Forces Covenant.

By listening and responding to their voices, we've seen a 20% increase in veterans reaching out and accessing one of our services.



Paul

Paul is a Recovery Coordinator in Brighton and Hove. He is especially proud of his work helping his service reach its goal of tackling hepatitis C by making sure testing and treatment is available to everyone that needs it.

Supporting our people through uncertain times

In our new People Promise, we promised our staff that they can expect to feel cared for and to have everything they need to do their best work.

The cost-of-living crisis put that promise to the test. People across the country are feeling the strain on their finances and their wellbeing – and it's our responsibility to do what we can as an employer.

We know that the increasing cost of living disproportionately affects people on lower salaries. **We felt that inflation was impacting our staff to such a degree that, if we did not offer a significant pay award which prioritised front line staff, our people would not be able to afford to do the work they love, and the people who use our services would suffer.**

In 2022 we increased our salaries through a fixed sum of money rather than a percentage increase, so that people on our lower salaries benefited the most.

By choosing to invest in our people and our systems, we have future-proofed Change Grow Live as a rewarding, sustainable place where people feel they have the support they need to achieve great things. We are drawing on our carefully maintained reserves to further develop our services and the way that we support people to change their lives.

Developing Together – helping our people to live our values

At the heart of our people approach is Developing Together: a programme to empower everyone at Change Grow Live to take charge of their potential and shape the organisation into one that truly reflects our values.

Through the Developing Together programme, colleagues take part in immersive workshops that explore how they can live the values in every aspect of their work. Practice based tools and models help teams to assess their strengths and development areas, build trust, have great conversations and to consider inclusion, well-being and influence.

By embedding our values into the way we do things every single day, they are felt in our interactions with everyone we meet – from the people who use our services to the partners we collaborate with.

Our Chief Executive Mark Moody has been heavily involved in the growth of Developing Together. He explains the purpose and ethos behind the programme:

"Developing Together is about making our values come to life. I'm very proud of our workplace culture, and Developing Together helps us to go even further and show to other people who we are. But its influence should go beyond that. It's about making sure we're a great place to work, a great place to come to for support if you want to make positive

Developing Together is about making our values come to life.

changes in your life, and great people to work with in partnership.

The programme is a way of letting everyone know that we take seriously our responsibility to be a sharing, giving organisation that is happy to work with anyone who is best placed to help us meet the needs of the people we exist to serve."

Bringing our people together

We're incredibly lucky at Change Grow Live that our people come from so many different backgrounds and walks of life.

The diversity of our people is one of our most powerful assets.

We've developed new ways of bringing our people together to share their stories, their knowledge, and their ideas for making a difference in people's lives.

The Roundtable is our online discussion forum for staff to come together and discuss the issues that matter to them – from new ways of working to the cost-of-living crisis and issues such as Black Lives Matter.

It's a space for sharing ideas and hearing new voices, but it's also a platform for meaningful change. In March 2023 the Roundtable was joined by senior leaders and people with lived experience from across Change Grow Live to talk about neurodiversity. The message was clear: understanding and meeting the needs of people who are neurodivergent is one of the most impactful ways we can make a difference.

Now, we're reviewing our training for frontline staff to ensure all our services are friendly, welcoming and inclusive to people who are neurodivergent.

Annabelle Johnson is Head of Children and Young People's Services (Regional). She took part in the Roundtable to discuss her personal interest in recognising neurodiversity in the workplace:

"The Roundtable was an opportunity to hear different perspectives from a range of colleagues, and the presence of gentle challenge and conflicting opinions showed how growth can be achieved in a psychologically safe environment.

For us to progress as a workplace and as a care provider, we must first ensure that our workforce is supported, considered and able to work to the best of their abilities. Embracing neurodiversity is a huge step forward in achieving that."

In 2022 we also relaunched **Lunch with Russ**: the live interactive Q&A session for everyone in Change Grow Live. Four times a year, our National Communications Advisor Russell Booth is joined by senior leaders, experts and voices from across the organisation to answer questions from staff and volunteers.

Throughout the pandemic, Lunch with Russ was a way for people to come together and have their voices heard. At a time when people were feeling cut-off and isolated, it was a chance for people to re-connect with each other and share their thoughts, feelings and stories directly to our leadership team.

Now, we're bringing Lunch with Russ to our services. Russ and his guests will be hitting the road and broadcasting from a different Change Grow Live location every time – giving everyone the chance to engage directly and know that their voices are valued.

"When it comes to internal communications, pre-recording and stage-managing your message is tempting, but we wanted a fresh approach. We wanted to try something more natural like a podcast or TV chat show. Lunch with Russ is a live and unedited discussion between hundreds of people across Change Grow Live. It's unpredictable and unfiltered, that's what makes it work.

As the host, it's my job to try and make sure that whatever topics we discuss, everyone feels that it was an hour well spent. It's without doubt the most exciting part of my job and I feel hugely privileged to have the opportunity to connect our colleagues."

- **Russell Booth is our National Communications Advisor**

We've developed new ways of bringing our people together to share their stories, their knowledge, and their ideas for making a difference in people's lives.



Celebrating our amazing volunteers

Our amazing volunteers have always been a vital part of the work we do, but their contribution will be more impactful than ever as we address the challenges of a complex health and social care landscape.

Volunteers support and inspire people to change the direction of their lives, grow as individuals, and live life to its fullest – we couldn't do the work we do without them.

Over the last year:



1,414
volunteers donated nearly a quarter of a million hours to Change Grow Live.



235,397
hours were donated by our volunteers.



944
volunteers undertook accredited learning with us.



21
volunteers achieved a qualification during their time with us.



248
volunteers went on to achieve paid employment with Change Grow Live.

You can read more about the contribution of our volunteers throughout the report – from young people offering vital peer support (page 37) to volunteer mentors helping women in prison maintain relationships with their children (page 56).

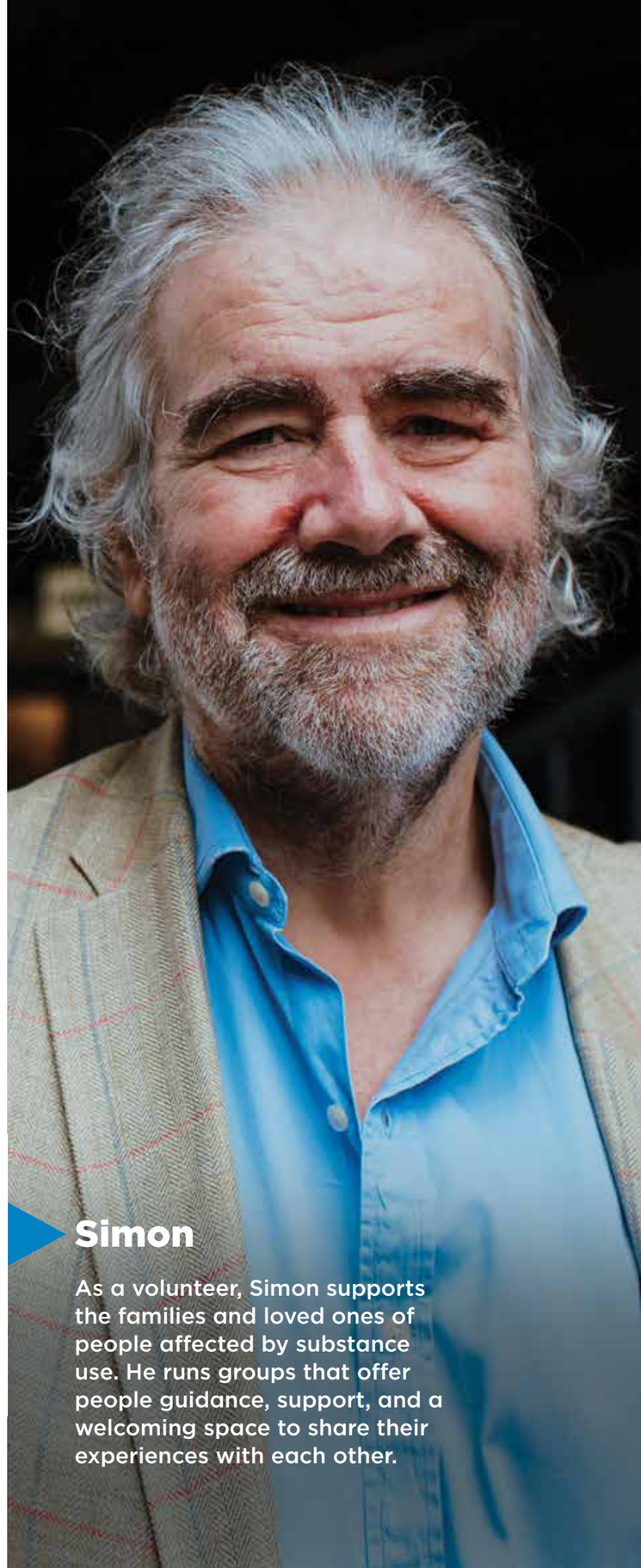
To celebrate **Volunteers Week 2022**, we created a central Volunteer Celebration Fund, enabling services to host an event recognising and celebrating the contribution of their volunteers.

From Jubilee themed parties to award ceremonies, to day trips out and shared meals, volunteers across England and Scotland benefited from a wide range of events and activities.

"We set up the Volunteer Celebration Fund because we wanted our volunteers to understand just how much we appreciate everything they bring to our organisation; to give back to them in acknowledgement of the talents and time they donate to us.

The highlight had to be working with the inspirational young people volunteering in our Kirklees service to master an escape room. We did manage to get out – though I'm not sure if I was a help or hindrance!"

- Chris Benfield is Head of Volunteering and Accredited Learning



Simon

As a volunteer, Simon supports the families and loved ones of people affected by substance use. He runs groups that offer people guidance, support, and a welcoming space to share their experiences with each other.

We believe in young people's futures

From creating learning resources for young children to direct outreach with teenagers and young adults, our services are building young people's futures brick by brick.

A new direction

Over the last year we've developed a new approach to supporting young people: one that works with them to understand their needs and lays the foundations for their future.

For the first time, we're bringing all our young people's services under one strategy. Now, they have the direction, leadership and framework they need to work directly with young people on their own terms.

And we're not alone – our new approach to supporting young people is backed by funding from the National Institute for Health and Care Research. **Together with Middlesex University we're carrying out ground-breaking research into how we can prevent young people from ever needing to visit one of our drug and alcohol services.**

"What excites me most about this research is the opportunity to work with young people themselves, to help shape a blueprint for person-centred, evidence-based interventions.

If we can, we may finally turn the tide on increasing substance use amongst our youth, safeguarding their futures in the process."

- Raj Ubhi is our Director of Children and Young People's Services

1625 – accessible, engaging harm reduction for young people

Leading the way in our new strategy for young people is 1625: an innovative Derbyshire service making harm reduction advice more accessible and engaging.

16- to 25-year-olds use more substances than any other age group – but they're also the age group least likely to access support.

1625 are changing the game and bridging this divide by bringing their support to young people wherever they are. The service listens to 16- to 25-year-olds to find out works for them and brings that support out into the community – from festivals and Pride parades to local parks.



Jordan

Jordan joined Change Grow Live as a Social Media Volunteer during the pandemic. He wanted to give back to his local community and use his business degree to make a difference.



Merlin

Merlin joined our 1625 service for young people as the Educational Lead. His practical harm reduction advice has helped 16–25-year-olds keep safe while having fun at events like Download festival.

The service listens to 16- to 25-year-olds to find out what works for them and brings that support out into the community – from festivals and Pride parades to local parks.

The service's approach is proving to be a success with young people. They've engaged with almost 3000 young people over the last year – and 91% of those people said they felt safer and more informed after their interaction with 1625.

Last year the service expanded from Derbyshire into the city of Derby itself, and it is currently in the process of expanding into Sheffield and parts of South Yorkshire.

Part of 1625's unique offer is their pop-up outreach at organised events. The service is regularly out and about at events and festivals across Derbyshire. Service Manager Lauren Stewart explains 1625's approach to keeping young people safe at festivals and events:



"When you're working in festival environments there's a heavy emphasis on partnership working. You become a key partner in the realm of things like safeguarding, security and welfare.

You end up getting pulled into all sorts of things you would never have expected.

Because of the age group we work with, we're often supporting people who've taken drugs for the first time and are quite panicked or scared. It can be daunting at first as a practitioner to have people approaching you in a very paranoid, delusional state of mind.

It's often just about developing really good listening and empathy skills, being able to work calmly in a very fast paced environment where you have to expect the unexpected.

I'm sure you can imagine we see some quite interesting things. We're one of the few services I know of that always have a good supply of sick bowls!

Even when we're just giving people advice on keeping themselves safe, we're still asking them to take time out of an event they've paid to go to. We try our best to make sure we don't look too out of place there and we like to be able to give people an incentive to engage with us, whether that's an anti-spiking bottle top or just something sweet to chew on!

Someone once asked me what the strangest item of stock our service carries, and I told them that we've got a good kilo of glitter.

"It's often just about developing really good listening and empathy skills."

So if we're in a festival we can say to people "come and talk to us about drugs and staying safe, and we can do your glitter for you while we do".

We ask people about what they've taken and what they might take in the future – not to get them into trouble, but so that we can inform live data for the event and help the organisers to be responsive and reactive.

If we see any trends emerging or any behaviours associated with specific substances, we can tell the welfare teams and the event organisers what to look out for so they can keep people safe."

Helping teachers and pupils to understand harm reduction

Harm reduction plays a huge role in our work with young people, but so does harm prevention. By giving children the right tools from a young age, we can help them build a well-rounded understanding of substances and how to keep themselves safe.

In Tameside, an education programme designed by Change Grow Live is now being used in every school in the area. **Chris Henniker** led the project and explains how it came to life:

"The local authority and Public Health England approached us and asked us to create an education programme around drugs, alcohol and tobacco for every child in the area, from primary schools all the way through secondary education.

The programme would be used for lessons in the personal, social, health and economic (PSHE) education curriculum.

I spent a year just researching existing PSHE programmes, and then writing and developing our own version. We did some liaising with schools in the area to test and pilot parts of the programme with primary and secondary school students. Through that collaboration with PSHE teachers we were able to test the waters and find out what worked and what didn't and constantly tweak and improve it.

The programme consists of 42 lesson plans across all of the key stages and is mapped to the Department of Education's learning outcomes for the PSHE curriculum. There's also a teacher training element that helps them to deliver the programme and feel comfortable talking about substances with confidence.

Our programme is now being delivered in every single school in Tameside. **The idea is that every child in the area should be getting the same level and quality of information around drugs, alcohol,** tobacco, exploitation, trauma, and everything else our work encompasses.

It's designed to act like building blocks as they progress through key stages, so that children and young people are getting a foundational, age-appropriate grounding in all the different social factors around substances, and how they can affect the choices people make. Then later we look at specific substances but also exploitation, social pressures, what it means to take risks.

So if we're in a festival we can say to people "come and talk to us about drugs and staying safe, and we can do your glitter for you while we do".

The overall aim is that as children age and become teenagers they're equipped with the right education, the right information to make healthy, educated, informed decisions."

Helping children to cope with challenging family situations

Substance use within the family is often not talked about, but research by Nacoa estimates there are 3 million children in the UK affected by an adult's alcohol use.

We currently have 20 services across the country that empower children and young people who've been affected by someone else's drinking or drug use.

Over the last year we've appointed a National Hidden Harm Lead and formed new partnerships to raise the profile of these services and make sure every child gets the support they need.

Hidden Harm is the term we use to describe the situation where a child or young person is affected by someone else's drug or alcohol use.

Last year these services began working in partnership with the Book of Beasties. The Book of Beasties is an interactive, game-based tool that helps children to build confidence, manage anxiety and cope with challenging situations.

We've made the Book of Beasties tools available for our services to use, but we're also working with them to create our own set of resources; ones that will empower children and young people to cope with difficult family situations and feel stronger in themselves.



Iesha

Iesha began mentoring young people at The Base during the pandemic. It helped her to build her confidence, and she's now an apprentice with the same service.



Matthew

Matthew supported young people as a Peer Mentor at The Base in Kirklees. Now, he's started a paid role as a Targeted Interventions Coordinator.

Young people's peer support – a source of guidance and inspiration

Across Change Grow Live we have a growing number of inspiring peer mentors in our young people's services.

Peer mentors draw on their own backgrounds and lived experience to reassure young people accessing our services that they're not alone; that there are people with experiences like their own who are there to help them achieve their goals.

For some of our young people's peer mentors, their time spent inspiring others is a doorway to achieving their own potential – we're delighted to have welcomed some of our peer mentors into paid employment with our young people's services.

Iesha began peer mentoring young people at The Base during COVID.

She's since started in the service's first ever apprenticeship role:

"I was referred into the service when I was about 15, and then the opportunity to become a peer mentor was offered out to me and I just went for it.

I gained a lot of confidence from being a peer mentor. It was something I saw all the way through, which I could never really do in school. **It gave me the opportunity to actually believe in myself.**

For me my most memorable moment was actually getting my certificate to say I'd done the peer mentor course all the way through. I'd started during covid so to do that face to face was very special.

It was a massive confidence booster that opened my eyes to this type of work. I learned so many skills from it, just by speaking more in groups and building my confidence. When the apprenticeship got offered out I knew that I was ready to give it a go."

"It helped me find something that I would have never usually thought of doing."

Matthew was one of the first peer mentors at The Base, a service for young people in Kirklees. He's recently started a role as Targeted Interventions Coordinator:

"I was part of the first cohort of young people's peer mentors. My worker told me there was this new role starting and asked me if I wanted to go for it. I thought 'yeah that sounds fun' and I just loved it.

It completely changed what I thought I wanted to do. My aim was to go to university and follow on from what I was doing at college, and then I started doing this and it gave me a change of path.

I got the opportunity to be on the interview panel for the National Hidden Harm Lead. That gave me a real sense of support from the organisation – you can tell that they really understand each service and what we're doing.

It's given me an understanding of both sides. I can sit down with service users because I know what it's like, and I can sit down with staff and give the other point of view."



Ricki

Ricki joined Change Grow Live as a Recovery Coordinator 12 months ago. He now helps people to achieve their goals and make positive changes at the same service he once accessed.

We believe in saving lives

Reducing harm and saving lives are golden threads that weave through everything we do – every time someone steps through the door and engages with one of our drug and alcohol services, we're there to help them make healthier, safer choices.

Over the last year our services have embraced new and innovative ways to keep people safe, to engage with underserved communities, and ultimately to save lives.

Harm reduction that makes a difference

The people who work and volunteer in our services reduce harm every day, and we've made sure they have the knowledge and skills to make a difference with confidence.

We've launched new, interactive training to help everyone in our services master the fundamentals of harm reduction.

Staff will learn skills including practical tips for keeping people safe, reducing the harmful effects of drugs, how the language we use can reduce stigma, and how to create health messages that make a difference.

"Our new training covers the principles, philosophy and practice of harm reduction, and educates our staff around working with people who inject drugs.

The training is a significant part of our wider commitment to reducing the number of drug related deaths, and reducing the harms people face in and outside of treatment. It's educational, interactive, and motivational, and it enables us to do more for the people most at risk of harm."

- Peter Furlong is our National Harm Reduction Lead

Bringing rapid treatment to the people who need it

Last year, our Cambridgeshire service became the first to carry out our new approach to 'rapid treatment'.

The vision was simple: to provide safe, fast access to same day prescribing.

When someone visits one of our services for the first time, they can be greeted and meet with a member of our team, who can listen and identify the steps to best meet their immediate needs. Where prescribing is needed, one of our doctors can complete an assessment and access health records to support their decisions. Within a single session we can have conversations about people's journeys and goals, provide harm reduction advice, and prescribe them medication.

The quicker we can get medication to someone, the safer they are, the happier they are, and the greater the chance that they'll come back and visit us again.

Medication is one of the most important ways we can help people to achieve stability in their lives and begin to make positive changes. The quicker we can get medication to someone, the safer they are, the happier they are, and the greater the chance that they'll come back and visit us again.

Since then, our services have been working to make rapid treatment a reality across the country, exploring new ways to bring it to the people who need it the most.

In Manchester, our street outreach team have set up a one-stop-shop for people to access all the support they need – including life-saving medication. Lead Nurse Maria Johnson explains how their street engagement hub is helping people access vital medication:

"Manchester is an extremely busy service. The outreach team alone works with around 280 people at a time, including many who are street homeless or in temporary accommodation and hostels.

Throughout covid new funding became available and we were able to expand the team massively. The team does a lot of outreach work where we go out to meet people, but we also have a core Street Engagement hub: a one-stop-shop where people drop in and get all the support they need.

The hub began as a partnership between ourselves and a few other organisations, including Big Issue, St John's Ambulance, and local mental health teams.

Since then, the hub has grown: more organisations have got involved, and it's moved to a new permanent home at the Mustard Tree.

It doesn't matter how someone accesses the hub, they're always welcome.

They might have been given a flyer and told about it by us, they might have been referred by another agency, or they may simply have wandered in off the street.

On a Wednesday, we'll go out into the city centre to identify people who would benefit from visiting the hub. We can give them an invite to drop in the next day, or arrange to have one of the outreach vans pick them up and bring them to the Mustard Tree.

Once they're at the hub they can access whatever support they might need. If they're there to see us, we'll do the initial triage and assessments and can help them right away with things like testing for blood borne viruses and naloxone kits and training.



Dympna

Dympna works with people who are homeless as part of Ealing's Drug and Alcohol Street Outreach Team. Last year she helped to arrange a donation of cosmetics supplies from Lush.

If we're able to get a summary from a GP of their current prescriptions and any health conditions, we're able to know what medication will be safe and effective and can prescribe it that day. Even if it looks like it might take a little longer to get that overview of their medical history, we'll still agree a treatment plan with them then and there.

Being able to engage with people and get them to start treatment quickly is so beneficial because there are barriers to people coming in for multiple appointments. It could be mobility issues, or that people can't afford to make multiple trips, or they don't have somewhere permanent to live. The feedback we've got is that people like that now everything happens at that first meeting, and that they don't have to keep telling their story over and over again."

From testing and treating people for blood borne viruses, to safer injecting advice at our needle exchange services, our nurses really do save lives.

Our nurses change lives and save lives

Every single day, the nurses who work in our services keep people safe from harm. From testing and treating people for blood borne viruses, to safer injecting advice at our needle exchange services, our nurses really do save lives.

Over the last year we've made sure our nurses have the tools to keep doing their incredible work. Our services will now be working to the national framework for safe and effective wound care developed by Skills for Health and Health Education England.

People who take drugs by injecting them are much more vulnerable to injuries, infections, and blood borne viruses. This framework will ensure people get the level of treatment and support they need to live safer, healthier lives.

We're the first drug and alcohol provider to be working to this national framework.

We're also delighted to have been joined by **Jemell Geraghty**, a Nurse Consultant who is an expert in wound care. Staff from across Change Grow Live can draw on Jemell's wealth of knowledge and experience working with some of the most stigmatised and deprived communities in society, including people who are street homeless.

"Being able to provide a wound care service to people accessing our services has really made a significant difference. With Jemell's support I've managed to build a good rapport with people, engage them in wound care appointments and then refer them on to a specialist service for regular treatment."

- Lauren Singleton is a Substance Misuse Nurse at ResoLUTiOns

In Cambridgeshire, the Homeless Engagement and Recovery Team (HEaRT) team have been bringing rapid treatment to the city's homeless population. Justin Markiewicz is a Speciality Doctor working with the team:



"Cambridgeshire has an especially large homeless population who the service have struggled to engage with in the past. These are some of the most excluded people in society, but also the ones most in need of support around physical, mental and social health issues.

I see engagement as a two-way process. To me, people failing to engage with the service is a failure on our part, not on theirs. It means what we're doing isn't right, and we need to do something different.

The HEaRT team gave us an opportunity to do things quite differently. We didn't want to stick with the same routine, face the same challenges and not meet the needs of the people we support. The HEaRT team is made up of dedicated recovery coordinators, nurses, clinicians, psychologists and peer mentors who work exclusively with Cambridge's homeless population.

We go to them – I don't expect them to come to us. We ask where the best place is to see each person, what time will be most successful. That could be in hostels, it could be from our outreach van, in GP surgeries. But even if we see someone on the streets we can stop and have a chat with them right there and then.

We will see people wherever, whenever, and when we see new starters, we do a joint assessment right from the get-go. The person we're working with doesn't have to tell their story to multiple people day in, day out. It sets up a good collaborative approach to get a support plan for that person in place from day one.

Once we'd set up that joint assessment, we asked what was stopping us getting their prescription sorted that same day. We've given out naloxone, we've tested for blood borne viruses, we've got the information we need – why stop there?

Since then, we've focused on getting people onto their prescription the same day wherever possible. Some individual cases might not be appropriate for same day prescribing, but the aim for the majority of people is to get them medication that day. Achieving same day prescribing was a bit resource intensive to begin with, but in the long term it is actually extremely efficient.

Since we started a year ago, we've seen a 25% increase in our caseload. People supported by the HEaRT team now make up around a fifth of the people the Cambridgeshire service is prescribing to.

The impact and feedback from the people who use our service made it clear we were right to make this part of our approach.

When we tell people we can help them with a prescription for medication that same day, they're shocked – but in a good way!"



Darcey

As a Substance Misuse Nurse, Darcey helps the people of Manchester to give up smoking.
She works with people over the phone and face-to-face to provide them with the tools and guidance to stop smoking.

Major milestones in tackling hepatitis C

The NHS has set an ambitious goal of eliminating hepatitis as a major health concern by 2030. Our services are playing a leading role in turning that dream into a reality.

Hepatitis disproportionately affects people receiving support from drug treatment services. By making sure everyone has access to the testing and life-saving treatment they need, we can support people living with hepatitis to transform their lives.

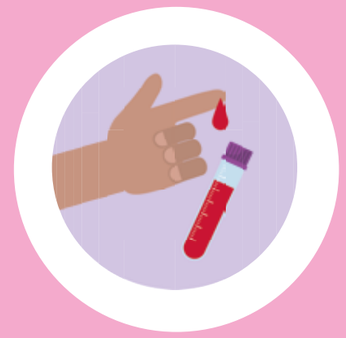
We are incredibly proud of our achievements in tackling hepatitis C over the last year.

Every target we hit means more people are receiving the life-saving treatment they need, and more people are being given the support they need to live their lives cured of hepatitis C.

One of the hepatitis milestones for our services is micro-elimination. When we say a service has micro-eliminated hepatitis C, that means it has reached a series of NHS targets that show everyone who needs a test has been offered one, and a majority of people who test positive have begun treatment.

Over the last year, 6 of our services and 2 hubs have hit the major milestone of micro-elimination:

- Camden
- Havering
- Rotherham
- East Lancashire
- Halton
- Warrington
- Bognor
- Chichester



35,202
hepatitis C tests carried out.

39.5%
more tests than the previous year.

1,486
people began treatment for hepatitis C.



Alex

At our service in the Wirral, Alex supports people to finish their treatment as a Discharge Prevention Worker. By working in a way that suits them and helps them to engage, Alex prevents people from dropping out before they reach their goals.

We believe in tackling stigma

We work with some of the most marginalised and stigmatised people in society. These are the people disproportionately affected by health and social inequalities, but they often face barriers to accessing support – because of stigma, mistrust and a lack of understanding.

Across the country, Change Grow Live's services are finding ways to break down these barriers, challenge stigma, and help everyone access the support they need.

"It's about making people feel comfortable accessing healthcare."

Be Smoke Free help the people of Manchester to be safer and healthier by giving up smoking. Nurse Manager Charlotte Brien explains how the service are reaching out to underserved communities with advice, guidance and support around smoking:

"When it comes to community engagement, we'll try any way that we can to reach out and make a pathway to a group we've not engaged strongly with in the past.

We've been working a lot with Manchester's LGBTQ+ population to encourage more people to stop smoking. A lot of LGBTQ+ people say they feel misunderstood or misrepresented by a lot of health services. Something as simple as asking people about their preferred pronouns on our referral forms or giving them a free text box instead of limited options for their gender identity can make a big difference.

It's about making people feel comfortable accessing healthcare. You never know what people have been through previously and we're able to be much more bespoke in the way we work with people.

We work closely with other organisations in the area to do outreach. We run drop-in clinics with the LGBTQ+ Foundation, and we also did training with them and the Indigo Transgender Service to educate our nurses and staff around how smoking affects people transitioning.

Something as simple as asking people about their preferred pronouns on our referral forms or giving them a free text box instead of limited options for their gender identity can make a big difference.

Waiting lists for transition surgery are already extremely long – often around seven years – and smoking can affect where you are on the priority list. Anything that can get you up the list can be a benefit, and obviously stopping smoking can be a massive one.

We're always trying to reach out and connect with communities the best way we can. We've held clinics at Mosques and the Manchester Pakistani Centre to reach out to the local South Asian community and work with people around shisha. We've done drop-in sessions at hotels where refugees and asylum seekers are living. It's a good way to get support and advice directly to people, but also to let them know the service is there and maybe fill out a referral on the day.

It's always great to have a presence at events where people might not expect us to be. We attended the Caribbean festival in Manchester for the first-time last year, which was a great experience. People were so curious about us being there they'd come over have a chat just to find out more about us!"

"We put a lot of effort into ensuring this community trust the organisations who can support them."



At our Hull Renew service, Marcin Bielecki is helping to break down barriers to engagement in his new role as EU Lead within the Support with Interventions to Counter Homelessness (SWITCH) team:

There's a large EU population in Hull who we work with around substance misuse and homelessness. We put a lot of effort into ensuring this community trust the organisations who can support them.

Often their attitudes are influenced by experiences from their home country. We're aware some of them are coping with trauma and migrated here to have a fresh start, which can impact their wellbeing and adaptation to the new culture.

I'm Polish myself. I began in a new role within the SWITCH team outreaching to the EU community. A lot of it is about overcoming language barriers, but there is also a cultural barrier.

I would say my job is to break down these barriers and help our staff and other organisations to understand these communities better and support them in building professional relationships. At the same time, my role is to make sure that this community understands the support available and to help build trust in those services.

Recently I worked with local authority staff to engage with five individuals in shared accommodation who are alcohol dependant and who were often being taken to hospital. From talking to them, I realised they were exposed to a lot of abuse and exploitation and weren't familiar with ways of reducing their drinking or harm reduction. Hospitals use interpreters, but there is still a barrier and people's attitudes can be influenced by their experiences back home. It makes engaging and recognising safeguarding issues a lot more complicated.

We communicated this to the emergency services, so that they're more aware of the problem and can adjust their approach to support the EU community in a more effective way. We've also been able to refer these individuals to specialists, into treatment, and help them access support groups run in their native language. We're working with our tenancy support team



Katy

As a Recovery Coordinator in Birmingham, Katy supports people to achieve positive goals and change their lives. She finds it inspiring and rewarding to see the difference her work makes to people and their families.



Gemma

As a Women at Risk Worker, Gemma helps to keep women who are sex working in Northampton safe from harm. The women she supports can now access safe facilities, harm reduction advice and screenings for sexually transmitted infections.

to look at rehousing some of them so they can settle in more suitable accommodation and their support needs can be met.

In recent months, we've been able to identify people who are victims of human trafficking. Unfortunately, this is a common problem in this community, which is why we work closely with organisations that specialise in helping victims of human trafficking and modern slavery, such as Hope for Justice. We've accessed training and attended presentations to upskill our staff, so they know how to spot signs of exploitation and are confident in supporting people at risk. As a result, the victims we identified and referred are now in safe accommodation, accessing a full package of support.

Our service is made of many professionals from different backgrounds and specialist workers that our EU service users can receive support from. The service was always open to everyone, but in the past few months when we focused our efforts on these hard-to-reach communities, we see even more vulnerable individuals accessing help. see even more vulnerable individuals accessing help.

Some of the women have told us they've never had anyone take the time to find out what they want, and to understand the deeper level of their situation.

"Working with the women has been an inspiring and emotional experience for all of us"



Alesha Watkins from Northampton's Substance to Solution explains how the service's street outreach team is meeting the needs of local sex workers:

"Street outreach plays such an important part in our work, but one of the challenges our team faces is reaching people who are what we refer to as 'hidden homeless'. These are people who might not be obviously bedded down and rough sleeping on the streets, but they have no secure, permanent place to live.

People don't think of them in the same way as someone who is sleeping rough, and support services can often overlook or miss them.

We were hearing from our staff that local sex workers were falling into this grey area. There's been no dedicated service for them for years, even though many of them have complex support needs or backgrounds of trauma. Drug and alcohol use is prevalent within this cohort, and the risks and stigma that they face on the streets is significant.

Northampton police had already set up Operation Uncanny to outreach

to sex workers at night, but they were struggling to engage. When the police show up people assume they're in trouble. It's seen as a punitive measure, so they would scatter and avoid engaging.

We have been able to step in and help bridge that gap. In March 2022 our street outreach team arranged to go with the police on their outreach sessions, to help create a more harmonious relationship between local sex workers, police and support services.

Since then we've continued to build on this relationship. We've created a very open space where we can sit down with people and chat about their situation and their needs. Some of the women have told us they've never had anyone take the time to find out what they want, and to understand the deeper level of their situation.

We now have a permanent Women at Risk Worker to support women who are sex working. Some of the women have disclosed sexual assaults to us, and we've been able to make them feel comfortable reporting their cases to the police. That may never have happened if we hadn't been there to make that relationship easier.

It's been a massive catalyst in Northampton. We've gone from having nothing in place for sex workers, no one supporting them, to a point where we have an established outreach programme. We have a community hub with facilities, toilets, one-to-one rooms, even screenings for sexually transmitted infections. It's also given us a base from which we can go out and meet the women to give them naloxone kits, cleaning injecting equipment, condoms, even their prescriptions.

Thanks to our partnership with the housing charity NAASH and Northamptonshire Council, we're now have access to flats where we can house people while they gain a level of security and stability.

One of the women we met with had been using heroin and crack and struggling badly with her mental health. Since we engaged with her she's stopped sex working and she's no longer using heroin. She's now ready to move into one of our flats so she can fully engage with the support and treatment available to her. A case like hers just wouldn't have been possible before.

For our service, it's been about finding an approach that works for and meets the needs of a group who are so often stigmatised and overlooked.

It can begin just by giving them a warm drink and the time, compassion and care they need to build trust again.

Once that happens, we can help them to find a roof over their head and the support they need.

Working with the women has been an inspiring and emotional experience for all of us, and it's a relationship we plan on growing and developing into the future."



Holly

Holly has been supporting people to change their lives as a Recovery Worker for just over 12 months. She was inspired by the support and compassion shown to a member of her family by the same service.



Laura

Laura is the leader of the Rough Sleeper Team at our Hastings service. She uses her background of supporting people with complex health and social needs to help people overcome all of the challenges they face.

We believe in new beginnings

We believe that change is a process that never truly ends. The difference we help to create in people's lives should extend far beyond our own services. It's up to us to build the frameworks that empower everyone we work with to carry on achieving positive goals.

From rewarding new jobs to mentoring in prisons and the community, our services are empowering people to build new beginnings.

Helping people to unlock their potential

An ever-growing number of our services now have dedicated employment support to help people find jobs that meet their goals and aspirations.

These employment teams don't just help to build people's confidence and guide them through applications; they help people to find the roles that are right for them, match them with relevant local employers, and provide them with ongoing support as they adjust to their new role.

We asked some of the people we've supported to find employment about their experiences. Here's what they told us:

"I needed to work to boost my confidence and to do something for myself and my children.

I was told about employment support and thought "this will be the way forward."

My employment worker has boosted my confidence so much that I can attend appointments by myself. I met with her in the community as I felt that would be the appropriate place for me to gain support. Safa helped me create my CV and supported me to complete job applications and to prepare for interviews.

I've now gained two jobs at the same workplace, a primary school near to me. It's a five minute walk from my house and it's the same school my children attend, which makes me feel safe.

I am proud of myself for coming this far and will continue to make myself proud."

- Ann

"No word of lie, I am absolutely in love with my new job at a care home. I can't believe I have not thought about getting a job before, and especially caring for people!

Thank you for the job journey; my confidence, my life has changed.

I am so busy and no negative feelings come to my mind, or any urges.

You have supported me with many job applications, interview skills, and helped to boost my confidence every step – even when I was going through a crisis.

The in-work support was just what I needed. I felt I had someone to talk to in my crisis and someone who helped me

through it. Now I have passed that phase and I have an amazing job.

I will keep going, no stopping now!"

- Kris

"Having the employment support at this stage of my recovery was nothing short of life changing. My worker Rob helped me to see who I was and the skills I have. That confidence and self-belief led to me securing a position with Change Grow Live!

I'm coming up to my first full year in employment. I've gained a lot of self-confidence, respect and self-worth through my employment support.

The post-employment support has been invaluable. Being able to check in regularly during the first 6 months of employment to monitor my progress at work helped me to navigate settling into my role.

It's allowed me to transform from who I thought I was before, to where I know I'm meant to be."

- Shelley

I've gained a lot of self-confidence, respect and self-worth through my employment support.

Keeping families connected

In London, the Visiting Mum project supports mothers who are in HMP Downview to maintain relationships with their children while in custody.

The service began as a way to match volunteer mentors with mothers in prison and their children in the community. The service's volunteer mentors would help to facilitate prison visits and bring children along to visiting sessions. Since then, the service has grown and evolved to offer a much wider range of support and to promote a better relationship between the prison, the mums, and their families.

"How we offer support is constantly evolving. Our relationship with the prison is often just asking why are we doing it like this? What's stopping us trying something different? They don't always have the time to look at how they might change things, but we have the space to do that.

At the moment we're in talks with the prison to change the way the tea bar is run, because it could be much more suitable for kids. There are obviously restrictions in place on how much movement visitors can have within the prison, so kids getting bored or hyperactive isn't ideal. We've been working with them to suggest a much more calming café environment."

- Phil Middleton is the Volunteer Coordinator for Visiting Mum

Over the last year, the service has run family days where mothers and children are able to spend time together for much longer sessions than standard visiting rules allow. They've offered telephone support to families in the community and have begun to carry on mentoring



Phil

Phil is the Volunteer Coordinator at Visiting Mum, a London based service supporting mothers who are in HMP Downview to maintain relationships with their children.

“I would have been lost without Visiting Mum” – Amy’s story

Amy was referred to Visiting Mum while she was in HMP Downview. Her main concern was her child, who was 18 months old at the time. Visiting Mum was able to provide Amy with emotional support and advice during her stay.

When she was released in August 2022, the service continued to help her transition back into the community and to be reunited with her child.

“I would have been lost without Visiting Mum. It was the only place for any guidance with your family. I wouldn’t have my visits without it.

It was nice to have somebody to talk to and someone that treated you like a person.

The service made the visits enjoyable in a stress-free environment. They helped me to liaise between the prison and foster care once I was released.

Every prison should have a service like this, a million percent. It is an unbelievable support for parents.”

women once they’ve been released. They even secured new funding to refurbish and repaint the prison’s family room – creating a nice, relaxing environment for mums to spend time with their children.

Building stronger communities

For our drug and alcohol services, recovery is not just about individuals – it’s about building stronger, more connected communities where people are empowered to grow and change.

In Norfolk, our drug and alcohol service is supporting local projects that promote recovery in innovative ways. Their Recovery Innovation Fund is open to small organisations that offer unique, positive opportunities for people engaged in recovery – from outdoor activities that promote wellbeing and positive masculinity, to horticultural workshops for people who have been in prison or street homeless.

One of the projects backed by the fund was Freedom in the Forest – an organisation who use outdoor activity programmes to support men in recovery as they leave prison:

“The funding from Change Grow Live helped us to pilot a new project. We’ve been able to use the outcomes, learning and experience from the ‘Freedom in the Forest’ project to secure more funds and devise an outdoor activity programme for men leaving prison. The process of working with Change Grow Live and the Recovery Innovation Fund team helped us to define a robust programme for supporting people in their recovery.”



Heather

As an Alcohol Keyworker, Heather makes a difference in people’s lives by supporting them to achieve their positive goals. She’s especially proud of connecting with people who have been reluctant to engage in the past.

Welcoming new services

We are delighted to have welcomed several new services and projects to Change Grow Live.

Here are some of the new services we began to deliver throughout the year:



- **Camden**
  Individual Placement and Support Service
  Help for people to gain and maintain employment opportunities.
- **Gateshead**
  Positive Futures
  Advice and guidance for young people around drugs and alcohol.
- **Hampshire**
  Dependency & Recovery Service
  Support and guidance for people on probation around drugs and alcohol.
- **HMP Forest Bank**
  Advice and guidance around drugs and alcohol.
- **HMP Hull and Humber**
  Advice and guidance around drugs and alcohol.
- **Hull**
  Rough Sleeper Outreach
  Help and support for people who are rough sleeping.
- **Hull**
  DWP Peer Mentoring Service
  Peer support around drugs, alcohol, and employment opportunities.
- **Kent, Surrey and Sussex**
  Dependency & Recovery Service
  Support and guidance for people on probation around drugs and alcohol.
- **London**
  DWP Peer Mentoring
  Peer support around drugs, alcohol, and employment opportunities.
- **Sefton**
  Rise Up
  Advice and guidance for young people and their families around drugs and alcohol.
- **Sheffield**
  1625 Outreach
  Outreach and harm reduction advice for 16–25-year-olds.
- **South Yorkshire**
  Dependency & Recovery Service
  Support and guidance for people on probation around drugs and alcohol.
- **Swindon**
  Drug and Alcohol Service
  Advice and guidance around drugs and alcohol.
- **West Midlands**
  Dependency & Recovery Service
  Support and guidance for people on probation around drugs and alcohol.

We also began to deliver support and guidance around drugs and alcohol at 10 prisons in the South West:

- **Bristol, South Gloucestershire & Wiltshire Prisons:**

  HMP Bristol, HMP Ashfield, HMP Erlestoke, HMP Leyhill
- **Dorset Prisons:**

  HMP Guys Marsh, HMP Portland, HMP The Verne
- **Devon Prisons:**

  HMP Exeter, HMP Dartmoor, HMP Channings Wood

We are also delighted to have retained several existing services during the year:

- **Birmingham**
  Youth Promise Plus
  Help for young people around education, employment and training opportunities.
- **Birmingham**
  Education Engagement Service
  Support for young people to engage or re-engage in education.
- **Camden**
  Drug and Alcohol Service
  Advice and guidance around drugs and alcohol.
- **Derbyshire**
  1625 Outreach
  Outreach and harm reduction advice for 16–25-year-olds.
- **Hull**
  Independent Visitors Service
  Support for young people from volunteer independent visitors.
- **Nottingham**
  Children's Advocacy Service
  Support for young people from advocates and independent visitors.
- **Staffordshire**
  Children's Rights Service
  Support for young people from advocates and independent visitors.

Financial review

Change Grow Live reports consolidated income of £284.3 million for 2022-2023 (2021-2022: £242.2 million), an increase of 17.4%.

Consolidated Net Assets and Consolidated Total Funds amount to £45.9 million (March 2021-2022: £43 million), including cash balances, which increased to £60.9 million (2021-2022: £54.1 million).

Principal funding sources of the group are explained in the Accounting Policies on page 92 to 96.

Consolidated total resources expended, including direct costs and support costs, increased by 18.7% to £283.2million (2021-2022: £238.7 million), representing 99.6% of contract income (2021-2022: 98.5%).

As part of a 3-year strategic plan we awarded a salary uplift to all employees to help reduce the impact of high levels of inflation in the UK. A number of ongoing transformation activities are aimed at balancing this increased cost, which will see benefit during the next two years. This reshaping of our operating model will be funded from Designated Reserves.

Net incoming resources before other recognised gains/losses on the Statement of Financial Activities is £1.1 million (2021-2022: £3.5 million) representing a 0.4% return on income (2021-2022: return 1.5%).

The Trustees have reviewed the financial position and risk management policies together with factors likely to affect future development, including the challenging prevailing market conditions. The Trustees are of the opinion that the actions taken and the transformation plans are appropriate and that the group has adequate resources to continue in operation for the foreseeable future.

Reserves policy

The group has accumulated total reserves of £45.9 million (March 2022: £43.0 million) of which £30.5 million (March 2022: £26.8 million) are Unrestricted as a result of generating annual surpluses on its activities, with £1.3 million (March 2022: £1.1 million) being Restricted funds.

Within the Unrestricted funds £8.4 million (March 2022: £8.5 million) is designated to represent the net book value of fixed assets, with the balance being Designated Reserves of £14.1m (March 2022: £15.0 million), Free Reserves £22.2 million which includes a pension deficit of £2.8 million (March 2022: £4.7 million). There are no other restrictions, commitments or fixed asset programmes affecting the reserves.

	2023	2022
Total Reserves	**45,935**	42,988
Restricted Reserves	**1,304**	1,143
Designated Reserves	**14,089**	15,000
Reserves allocated to fixed assets	**8,387**	8,542
Unrestricted Reserves	**22,155**	18,303

Reserves of £15.0 million were designated during the year ending March 2022 to develop the charity over the next three years which will provide investment in the development of our people, development of technological solutions supporting frontline delivery and service redesign.

Reserves are underpinned by liquid cash balances, which provide working capital funding for day-to-day operating costs, supporting the delivery of the Charity's objectives in an efficient and cost-effective way.

Consolidated Free reserves stand at £22.2 million (March 2022: £18.3 million) and are defined as total unrestricted reserves (£30.5 million) less designated reserves (£14.1 million) less unrestricted fixed assets (£8.4 million) and their related loans (£0.1 million). This level of Free reserves represents 6.5 weeks (2021-2022: 7.1 weeks) of total resources expended.

Whilst the level of Free Reserves is an indicator in the sector, in addition the level of Unrestricted Reserves requirement is reviewed periodically by the Audit and Finance Committee. They assess the level of Unrestricted Reserves required in the event of an orderly wind down, such that liabilities arising in this scenario can be settled and Trustee obligations satisfied.

This analysis, and the various detailed assumptions underpinning it, derive a cost of exit of some £16 million (March 2022: £15 million) which is defined as the Minimum Reserves Requirement. This compares to Free Reserves of £22.2 million at March 2023. The total reserves, which are also reflected within the overall cash balances, provide working capital funding in an efficient, cost effective way to meet the Charity's ongoing liabilities, as well as providing protection against unforeseen expenditure and capacity for costs incurred in furthering the objectives of the Charity.

In considering the level of reserves, the Audit and Finance Committee ensures that the level is appropriate for the continued ability of the Charity to meet its objectives in the current uncertain funding environment. This includes reviewing key factors alongside the budgeting and forecasting process including income and its volatility; expenditure and its flexibility; accessibility of reserves; and sensitivities and risk around the planning assumptions made. This is an organic process and recognises that both strategic and financial planning informs the review of the level of reserves and will change in response to the environment in which Change Grow Live operates.

The Trustees are therefore of the opinion that the level of reserves is acceptable and will also provide sufficient financial mitigation should Change Grow Live encounter adverse conditions in its market. On this basis, the Trustees also consider that Change Grow Live has adequate resources to continue the business for the foreseeable future.

Cash reserves

Change Grow Live maintains liquid cash balances in order to ensure that on-going cash flow requirements are met. Surplus funds, over and above that requirement, are invested in term deposits with A rated banks, with maturity periods considered acceptable in relation to the potential need for accessible funds. Change Grow Live's credit policy requires that the Charity should meet minimum credit rating requirements to ensure that, as far as possible, the

organisation is covering its risk of any capital loss. Income from investments in the year represents interest earned on these cash deposits and reflects interest rates during the year. The investment returns that are available are exceeded by inflation. The Trustees remain satisfied this is a prudent policy.

Going concern

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our trustees have concluded through the ongoing monitoring of financial performance and risk management that it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Pensions

We participate in a number of pension schemes, partly driven by the schemes associated with the contracts that we operate. Where these schemes are structured as funded defined benefit schemes, regular actuarial valuations are undertaken, and appropriate financial recognition is made.

Currently, Local Government Pension Scheme and Social Housing Pension Scheme valuations show deficits of £0.1 million (2022: £3.0 million). These deficits are expected to be funded either by increased regular employer contributions, or by "payment plans", which require additional employer contributions over a period of time.

Provisions for these liabilities are made in the accounts of Change Grow Live, which reduce the reserves that are available for investment. The financial position of our pension schemes is taken into account in our planning and in contracting decisions made.



Sophie

Sophie supports the LGBTQ+ community in Brighton and Hove as a Recovery Coordinator. She's proud of her role in ensuring rainbow lanyards are available to all her colleagues as a visual symbol of their support.

Our aspirations for 2023-24

Financial measures

Change Grow Live has set a budget for 2023-2024 that includes currently held service contracts and a small number of potential new contracts. Additional funding as a result of the Government's 10-year Drug Strategy, "*From Harm to Hope*", is also included in the budget. The latest 3-year plan reflects significant investment in our operating model as we address the UK's economic climate and continue to meet the needs of our beneficiaries. We expect to trade at an operating deficit for a further two years, returning to surplus thereafter, utilising our reserves to support our development and maximise our opportunities.

Service and organisational development

Our service delivery is being refreshed and simplified, to further improve our effectiveness and meet increased demand in these challenging times. During the coming two years we will transform how we provide services, finding new ways to help people access the support they need. We will equip our people to work in a new way, through systems, processes and training, to ensure they can support our beneficiaries to live their lives as best they can.

Quality and governance

Our Governance and Assurance activities are constantly reviewed to adapt to the changing environment. During the coming year we will undertake a formal governance review utilising an external organisation to ensure we remain robust and up to date in our approach and delivery of Governance and Assurance.

Clinical

Our Clinical and Care plan will be further enhanced in line with the update of our operating and delivery models.

This activity will seek to develop best in class ways of working, ensuring that the people that use our services are at the heart of our delivery of safe and effective care.

Working within the wider healthcare system we will continue to develop strong partnerships, recognising that only through these partnerships can we play our part in helping to provide the best possible healthcare to some of the most disadvantaged people in our society.

Research

Our Research and Development Function was relaunched last year and has made good progress, both within the organisation and also in the external world.

New relationships have been formed with a number of external research bodies and we will build on these in the coming year. Given our scale in the sector we are committed to sharing our experiences and will participate in sector research with other organisations where we see clear benefit to people that use and need our services.

People

Our journey to reshape our people offer started last year and has made good progress. A focus on recruitment, to meet the obligations of our strategy and provide the organisation with the resources needed to serve our beneficiaries, is near completion. During 2023/24 we will seek to develop our employee offer, ensuring that career development remains at the centre of our offer, and that our people have the opportunity to grow and develop, applying the principles of our charitable objectives. These improvements will make Change Grow Live an attractive organisation and will create the conditions for long and rewarding careers, supporting the people that need our services.

Digital innovation

Our focus in the coming year will be to improve our case management system and ensure that this core system provides our people with an application offering essential functionality coupled with a great user experience, thereby enabling people that use our services to receive the most attentive care that we can offer. We will also explore other digital applications that could enhance the quality and range of care provided.

Service user involvement

Our National Lived Experience Group continues to offer a strong connection between our organisation and the people we serve, through nominated representatives in our Services. This group will play an important role in shaping our updated service and delivery models in the coming year and will be instrumental in ensuring that our beneficiaries have a significant influence on our changes.

Principal risks and uncertainties

In the aftermath of the pandemic and following the work we have completed in re-conceptualising risk, we recognise the importance of continually assessing risks in the knowledge that mitigation to reduce or remove risk can never provide certainty.

The current economic climate and the uncertainty this creates in society adds a further dimension to our risks and to how we manage those risks. These conditions will create a greater demand for the services that we provide. Adding to this demand is the Government's expectations of higher numbers of people that we will support, improved services and lower caseloads.

Whilst additional funding is being provided, the level of funding does not match historic funding on a real terms basis.

We strive to continuously improve the quality of our services and the help that we offer to our beneficiaries.

These factors require our risk assessment to be robust, proactive and reactive. The following table captures our approach to risk management and is regularly reviewed and updated, ensuring that risks and uncertainties are managed and mitigated where appropriate.



Objectives	Risks, mitigations and controls
To deliver treatment and care that is safe, resilient and of high-quality. Safeguarding the most vulnerable, and helping people enjoy long, healthy and happy lives	**Risks:** non-compliance with legislative and regulatory standards; inconsistency across our services; recruitment and retention of an appropriately experienced and skilled workforce; ability to become a learning organisation
	Mitigations and controls: review and refresh of our current governance, assurance, and continual improvement arrangements; development of a comprehensive people plan with a focus on recruitment, professional development, and retention; review of service design model to improve consistency and efficiency
To support people within communities to change their lives by retaining, training and recruiting diverse talent to benefit the whole sector	**Risks:** inability to recruit and retain diverse, talented workforce due to diminishing talent pool and competition across the sector
	Mitigations and controls: comprehensive people plan, leadership development program, appropriate use of OHID funding and service redesign project
To communicate effectively to better serve communities and improve staff engagement, whilst protecting organisational reputation by being prepared and agile in our response to crisis	**Risks:** failure to engage or communicate with our people leading to poor levels of engagement, failure to manage media or reputation; breakdown in external relations; failure to attract and retain workforce; limited influence with external decision-makers/policy makers
	Mitigations and controls: public affairs strategy, internal communication and engagement plan, collective voice, crisis management processes, people plan
To effectively safeguard our data and information	**Risks:** service user and workforce safety, reduced potential for interoperability of systems (ICS), cyber-attack, loss of contract, financial penalty, reputational damage
	Mitigations and controls: cyber security and penetration testing, IT security systems and processes, external scrutiny (BSI), business continuity plans, relationship management with Information Commissioner's Office, Digital and IT strategy, people plan, workforce training and development
To provide a safe working environment	**Risks:** increased incidents: accidents, aggression; Litigation; Sickness; Enforcement action; Reputational damage; Unable to deliver services; Avoidable harm to people who use our services
	Mitigations and controls: health and safety training, including managing challenging behaviour, compliance with infection prevention control guidance in services, internal policy, procedure, guidance and audit, health and safety risk assessments, health and safety on local service meeting agenda
To ensure credible financial health to: • **demonstrate effective and ethical use of public funds** • **anticipate and respond to sector financial drivers** • **effectively manage financial reserves**	**Risks:** reputation damaged through excess reserves, OHID funding restricted in the short or long term, missed opportunity for innovation and growth, unable to respond to the need of people in local communities, economic climate exerts pressure on income and costs
	Mitigations and controls: financial controls and oversight of tendering, contractual due diligence framework, OHID guidance to support commissioner engagement, innovation fund, budgeting and financial processes and systems, external audit, assurance framework, management reporting, transformational programs to refresh operating model creating greater effectiveness and efficiencies

Structure, governance and accountability

Constitution

Change Grow Live is a company limited by guarantee and governed by a Memorandum and Articles of Association that determine its legal framework. Change Grow Live has a Code of Governance that identifies the values and expectations that control the conduct of its affairs.

The financial statements consolidate the results of the Charity and its subsidiary companies including Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 17).

Charity's objects

The Charity's Objects are detailed in the Memorandum of Association and are:

- to relieve sickness and to advance the education and training in particular of all persons (and members of their families) who:

  — have committed, or are likely to commit, a criminal act or acts; or

  — have been, or are, or are in danger of becoming substance misusers; or

  — have been, or are, or are in danger of becoming addicted to or dependent upon drugs of any description including without limitation on the generality of the foregoing illegal drugs, alcohol, solvents or other addictive substances; or

  — have been, or are, or are likely to become victims of domestic abuse; or

  — have been, or are, or are likely to become homeless; or suffer mental ill health; or

  — have suffered a legal restriction on their liberty in any penal or correctional establishment;

- to promote for the public benefit the prevention of criminal acts and of drug abuse and substance misuse and of homelessness;

- to promote for the public benefit the protection of people and property from criminal acts and the effects of drug abuse and substance misuse;

- to relieve poverty in particular, but not exclusively, through the provision of housing;

- to advance the education of the public by promoting study and research into homelessness and all aspects of and methods of crime prevention and delinquency and the prevention of drug abuse and substance misuse and to disseminate the useful results of such research;

- the promotion of charitable purposes within the other countries within Europe, for the advancement of education, the protection of health, the relief of poverty, sickness and distress and to reduce substance related harm to the individual and the wider community;

- to undertake such other activities as are charitable.

Charity governance code

The organisation last conducted a formal review of our Governance activities in October 2020. In order to ensure that we continue to refine and develop our systems, processes and ways of working we have commissioned our next formal review with RSM beginning in the summer of 2023.

Board of trustees (Directors)

Duties and responsibilities

The Trustees (Directors) of the Charity, must act in accordance with a set of general duties. These duties are detailed in section 172 of the UK Companies Act 2006 which is summarised below.

A Director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefits of its members as a whole, and in doing so have regard (amongst other matters) to:

a. the likely consequences of any decision in the long term;

b. the interests of the company's employees;

c. the need to foster the company's business relationships with suppliers, commissioners and others;

d. the impact of the company's operations on the community and the environment;

e. desirability of the company maintaining a high reputation for high standards of business conduct.

On joining the Board of Trustees, a new Trustee will be briefed on their duties and will be offered formal training from an external advisor. It is important to recognise that in a large charity such as ours, the Trustees fulfil their duties utilising a governance framework that delegates day-to-day decision-making to the Executive Leadership team of the charity. Details of this can be found in our Governance Framework on pages 74 to 78.

The Trustees consider that they have fulfilled their obligations under section 172. The following summarises how this has been achieved.

Risk management

We operate in an uncertain and challenging service delivery environment with stringent requirements. It is therefore vital that we effectively identify, evaluate, manage and mitigate the risks we face and we continue to develop our approach to risk management.

For details of our principal risks and uncertainties, and how we manage our risk environment please see pages 68 to 69.

Our People Promise

People are at the heart of what we do in terms of our employees and our service users. We believe in people and our culture and values are fundamental to the successful delivery of our services. With this in mind the development and investment in our people is integral to our charity.

A sub-committee of the board, the HR Committee, oversees the management and development of our people, including external assessment through Investors In People.

For further details on people please see pages 66 to 67.

Statement of Change Grow Live's business relationships with suppliers and other stakeholders

We recognise the importance of engaging with our commissioners, professional bodies and other organisations both within our sector and outside of it. We work closely with statutory and voluntary sector partners, at national and local levels. The Office for Health Improvement and Disparities and the NHS on a range of issues and activities. We are active members of Collective Voice, the national alliance of drug and alcohol treatment and recovery charities. These relationships have been particularly important during the coronavirus pandemic.

We value all of our suppliers and have multiyear contracts with our key suppliers, adopting a partnership approach where possible. We use framework agreements to enable a wider supply chain and we work with a range of Social Enterprise suppliers. Wherever possible we form supply relationships with local organisations ensuring that our delivery creates social value in local communities.

Community and environment

Our Believe in people approach addresses all the factors that impact on individual health and wellbeing and contribute to strong and cohesive communities. We aim to leverage our expertise and enable employees to support the communities around us. This is measured through our Social Value Impact and underpins our service delivery.

In addition, we actively monitor our energy usage and our carbon outputs and seek to utilise goods and services that reduce carbon outputs.

	2023	2022
UK Energy use (kWh)	**12,723,119**	**12,081,424**
Associated greenhouse gas emissions (Tonnes CO2 equiv (TC02e))	**2,553**	**2,433**
Intensity ratio emissions per FTE (TCO2e/FTE)	**0.52**	**0.56**

Associated greenhouse gas emissions have been calculated using the greenhouse gas protocol corporate standard.

We have introduced a number of energy saving initiatives which have resulted in a positive reduction in our energy consumption. These include:

- 100% certified green energy at all sites;
- the use of an energy broker to manage our energy contracts and generate efficiencies with any savings re-directed into energy saving projects;
- smart meters where possible;
- encouraging all employees to use public transport, video conferencing and efficient use of electricity;
- reduce, reuse, recycle and aim for a paperless office;
- installation of energy efficient elements for all new properties, refurbishments, and any replacements;
- installation of sensor tabs of our basins to ensure unnecessary consumption of water.

Maintaining a reputation for high standards of service delivery

As an organisation, we operate within an ethical framework which forms the basis of our decision making. This is formally governed throughout our Governance Framework. Further details on this can be found on pages 74 to 78.

Operating within a regulated sector, we work closely with our regulators to ensure that our service delivery is of the highest possible standard.

Governance framework

Operation of the Board

Trustees are recruited to the Board via a recruitment partner. This partner is usually chosen as part of a competitive tender process to ensure fairness. Recruitment partners use a full and detailed brief to identify potential candidates with the required skills and experience to fulfil our organisational strategy. The full recruitment and selection process includes a values based interview, and a panel interview with our National Lived Experience group.

The skillset of the Board is reviewed on an ongoing basis by the Full Board and forms part of the standard discussions at the HR Committee. We seek to recruit Board members who share our values and reflect gender and ethnic diversity.

All Trustees receive a full induction and participate in on-going training events. Trustees regularly visit projects to review service delivery and the implementation of strategy and policy.

The full Board meets at least four times a year. They also hold a strategy development day and a development day. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Day-to-day management is delegated to an Executive Leadership team led by the Chief Executive. Responsibility for review of the periodic management accounts and the annual financial statements is delegated to the Audit and Finance Committee.

Other specific responsibilities are delegated to sub-committees. These committees meet regularly to provide in-depth analysis, scrutiny and oversight into the full range of the charity's activities. The subcommittees provide detailed reports and recommendations to the full Board, fulfilling risk management requirements and due diligence processes of the Board.

Board Sub-Committees

Audit and Finance Committee

The committee advises the full Board on matters relating to: financial risk management and internal control; internal and external financial audit; financial management; large capital expenditure, investments, mergers & acquisitions; and IT quality in regard to financial reporting, operations and cyber risk.

Quality and Performance Committee

The committee advises the full Board on Change Grow Live's processes for ensuring the safety, effectiveness and quality of all clinical and social care service delivery and promoting continuous improvement through a learning culture. This includes overseeing evidence-based practice and protecting children, young people and adults from abuse and harm.

The committee monitors legal and regulatory compliance. They analyse incidents, lessons learnt and subsequent remedial and preventative actions, including the reduction of preventable deaths. The committee also oversees organisational risk identification and management.

Brand and Business Development Committee

The Brand and Business Development Committee is charged with ensuring that strategic brand, marketing and business development issues are appropriately identified and managed.

Human Resources Committee (formerly Remuneration & Nominations Committee)

The Human Resources Committee advises the Board on: strategic and operational HR matters; workforce development; equality, diversity and inclusion; and health and safety.

Twice yearly the Trustees residing on the Human Resources Committee along with the Chief Executive meet separately to the main committee meeting to discuss and agree remuneration and nomination matters such as: the annual compensation and pay strategy of the Chief Executive, executive members and staff; and the recruitment, induction, and tenure of trustees.

Remuneration

Remuneration is set within the overall context of the purposes, aims and values of the charity and with recognition of the impact pay levels have on the wider pay policy of Change Grow Live.

Retention and motivation are among the key considerations and principles used in setting remuneration levels, as are:

- the types of skills, experience and competencies needed to undertake the role;
- the scope, size, complexity, demands and levels of responsibility of the role;
- changes in the nature, size, complexity, demands and levels of responsibility;
- market scanning of other organisations' pay and remuneration policies and levels;
- Change Grow Live's ability to pay;
- the impact of any pay award on the wider organisation and the reputation of the charity.

All staff pay is reviewed in October of each year. The process of setting executive salaries involves the Chief Executive making proposals to the Human Resources Committee.

Our commitment is to narrow and ultimately eradicate any gender pay gaps within the organisation. We do not pay contractual bonuses to any staff.

Public benefit

The Charities Act 2011 requires all charities to explicitly consider how their charitable aims are carried out for the public benefit. The Board of Trustees must:

- ensure they carry out the aims of Change Grow Live for the public benefit;
- have regard to the Charity Commission's guidance on public benefit; and

- report on Change Grow Live's public benefit in the Trustees' Annual Report.

The Board of Trustees has considered these requirements alongside Change Grow Live's aims and activities, all of which are detailed in this report. The Board is satisfied that Change Grow Live has charitable aims that are carried out for the public benefit, in particular:

- the benefits to individuals, families and communities (and hence the public) are clear and in line with Change Grow Live's aims;
- the beneficiaries are entirely appropriate to the aims;
- there is no unreasonable restriction to accessing Change Grow Live's services, either by poverty, any requirement to pay fees, any geographic restriction or the provision of services only for certain sections of the public; and
- there is no private benefit.

In arriving at this conclusion, the Board of Trustees also had regard to the Charity Commission's guidance on public benefit.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Modern Slavery Statement

Executive Summary

Modern slavery is a serious crime that violates human rights by depriving a person's liberty in order to exploit them for personal or commercial gain. Modern slavery is a hidden issue and takes on various forms, including forced and compulsory labour, and human trafficking. The United Nations International Labour Organisation estimates that there are 49.6 million people living in modern slavery around the world.

As an ethical and socially responsible health and social care charity we are committed to the Modern Slavery Act 2015. We aim to:

- Respond to modern slavery where we encounter it in our service operations.
- Ensure our core activities and supply chains are free of modern slavery.

In line with the requirements of the Modern Slavery Act 2015 we have published a Modern Slavery Statement which outlines our:

Activities for April 2022 to March 2023, including:

- Our safeguarding resources, processes, training, and roles.
- Our approach to procurement, including facilities, ordering equipment, and working with staffing agencies.

Aims for April 2023 to March 2024, including:

- Establishing a Modern Slavery Panel.
- Increasing uptake of training to improve knowledge and skills in relation to modern slavery.
- Reviewing key documents to ensure they include relevant information regarding modern slavery.
- Improving our procurement practices by embedding social value criteria and weighting into evaluation processes and decision making.

Statement of trustees' responsibilities

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the group 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 group's auditor is 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 auditor is aware of that information.

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

This report, including the strategic report on pages 10 to 61, was approved by

Sue Killen, Chair
13th December 2023



Summer

Summer has just started a new role as a Recovery Support Team Leader in London. Before that she helped people to engage in recovery and support as part of the Project ADDER team in East Sussex.

Management and governance

Trustees[1]

Sue Killen (Chair)
Caroline Shuldham (Vice Chair)
Richard Wilson
Rachel Atkinson (deceased 21 September 2023)
Jean Daintith
Craig Denholm
Rahul Jaitly (resigned 26 April 2023)
Stu McMinnies[2] (retired by rotation 20 October 2022)
Elaine Hindal
Deborah Rozansky
Jim Heptinstall
Tim Sampey
Sheena Asthana (resigned 14 December 2022)

Co-opted advisors

Anna Purchas
Paul Barry

Committees

- Audit and Finance Committee
- Quality and Performance Committee[3]
- Human Resources Committee[4]
- Brand and Business Development Committee

Committee(s)



Committee(s)



Chair

Richard Wilson
Caroline Shuldham
Jean Daintith
Elaine Hindal

Executive management team

Mark Moody
Chief Executive (Resigned Company Secretary 14 June 2023)

Nic Adamson
Deputy Chief Executive (appointed 1 June 2022)

Dr Prun Bijral
Executive Medical Director and Responsible Officer

Andrew Mondon
Chief Finance Officer

Bernie Casey
Executive Director

Vicki Markiewicz
Executive Director

Sue Shaw
Executive Director

Lee Phillips
(Appointed Company Secretary 14 June 2023)

Professional advisors

Auditors

Crowe U.K. LLP
55 Ludgate Hill, London, EC4M 7JW

RSM UK
6th Floor, 25 Farringdon Street, London, EC4A 4AB

Bankers

Barclays Bank plc
2nd Floor, 90-92 High Street, Crawley, West Sussex, RH10 1BP

Legal

DMH Stallard
Gainsborough House, Pegler Way, Crawley, West Sussex, RH11 7FZ

Hempsons
The Exchange, Station Parade, Harrogate, North Yorkshire, HG1 1DY

Registered and principle office

3rd Floor, Tower Point,
44 North Road,
Brighton BN1 1YR

Company number

England and Wales 03861209

Charity number

England and Wales 1079327
Scotland SC039861

1. Trustees hold office for a term of three years which can be extended for a further three years and can be extended beyond this in special circumstances.
2. The Board agreed that the Trusteeship of Stu McMinnies would be extended beyond his 6-year term to enable the recruitment of a replacement Trustee
3. Formerly Integrated Governance Committee
4. Formerly Remuneration and Nominations Committee

Independent Auditor's report

To the Members and Trustees of Change Grow Live

Opinion

We have audited the financial statements of Change Grow Live ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2023 which comprise The Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the charitable company's affairs as at 31 March 2023 and of the group's 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, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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.

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 our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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
- 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.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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/auditor's responsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were, CQC Regulations for service providers and managers, taxation legislation, Health and Safety legislation and General Data Protection (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and recognition of contract income, recording the impact of CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, sample testing of contract income, including consideration of timing of recognition, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and the CQC, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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, and to the charitable company'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 charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

Naziar Hashemi | Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP, Statutory Auditor, London

Date: 20th December 2023



Consolidated statement of financial activities

(incorporating the income and expenditure account) for the year ended 31 March 2023

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**Group Total Funds 2023 £'000**	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2022 £'000
Income and endowments from:							
Donations and legacies	1	128	-	**128**	219	-	219
Investments	1	808	-	**808**	72	-	72
Charitable activities:							
Health and social care services		243,700	35,145	**278,845**	223,520	14,645	238,165
Training and employability		2,985	673	**3,658**	2,278	532	2,810
Other income	1/6	826	-	**826**	959	-	959
Total		248,447	35,818	**284,265**	227,048	15,177	242,225
Expenditure on:							
Charitable activities:							
Health and social care services	3	244,400	34,866	**279,266**	219,616	15,386	235,002
Training and employability	3	3,143	791	**3,934**	3,195	483	3,678
Total	3	247,543	35,657	**283,200**	222,811	15,869	238,680
Net income/(expenditure) and Net incoming resources before other recognised gains/(losses)	2	904	161	**1,065**	4,237	(692)	3,545
Other recognised gains/ (losses)							
Actuarial (losses)/gains on Social Housing pension schemes	17	(20)	-	**(20)**	180	-	180
Actuarial (losses)/gains on defined benefit pension schemes	17	1,902	-	**1,902**	617	-	617
(Losses)/gains on revaluation fixed assets		-	-	**-**	850	-	850
Net movements in funds		2,786	161	**2,947**	5,884	(692)	5,192
Reconciliation of funds							
Total funds brought forward		41,845	1,143	**42,988**	35,961	1,835	37,796
Total funds carried forward		44,631	1,304	**45,935**	41,845	1,143	42,988

The Charity reports Total income and endowments of £280,518K (2022: £239,625K) and Net income of £1,035K (net income of 2022: £4,614K). The Group has no recognised gains or losses for the year other than as detailed above. The net movements in the Group's funds for the year arise from the Group's continuing operations.
The Accounting Policies on pages 92 to 96 and the notes on pages 98 to 122 form part of these accounts.
A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Balance sheets as of 31 March 2023

	Notes	Group **2023 £'000**	Group 2022 £'000	Charity **2023 £'000**	Charity 2022 £'000
Fixed assets					
Intangible assets		**-**	-	**50**	50
Tangible assets	5	**9,025**	9,180	**9,025**	9,180
		9,025	9,180	**9,075**	9,230
Current assets					
Debtors	6	**55,444**	51,892	**62,162**	55,169
Cash at bank and in hand		**60,937**	54,055	**41,469**	42,788
		116,381	105,947	**103,631**	97,957
Creditors: amounts falling due within one year	7	**(72,466)**	(62,853)	**(59,214)**	(54,331)
Net current assets		**43,915**	43,094	**44,417**	43,626
Creditors: amounts falling due after more than one year	8	**(84)**	(84)	**(84)**	(84)
Provisions for liabilities and charges	9	**(5,822)**	(6,192)	**(5,822)**	(6,191)
Provisions for defined pension obligations	9	**(1,099)**	(3,010)	**(1,099)**	(3,010)
Net assets		**45,935**	42,988	**46,487**	43,571
Funds					
Unrestricted	11	**30,542**	26,845	**31,116**	27,566
Designated	11	**14,089**	15,000	**14,089**	15,000
Restricted	12	**1,304**	1,143	**1,282**	1,005
		45,935	42,988	**46,487**	43,571

Approved by the Board of Directors and Trustees on 13th December 2023 and signed on its behalf by:

Richard Wilson | Trustee

Sue Killen | Chair

The Accounting Policies on pages 92 to 96 and the notes on pages 98 to 122 form part of these accounts. Company Registration Number: 03861209 (England and Wales).

Consolidated statement of cash flow

as at 31 March 2023

	Notes	Group 2023 £'000	Group 2022 £'000
Cash flows from operating activities :			
Net cash provided by operating activities	15	**6,073**	2,669
Cash flows from investing activities:			
Dividends, interest and rents from investments		**809**	72
Purchase of tangible fixed assets	5	**-**	-
Net cash used by investing activities		**809**	72
Change in cash and cash equivalents in the year		**6,882**	2,741
Cash and cash equivalents at the beginning of the year		**54,055**	51,314
Cash and cash equivalents at the end of the year		**60,937**	54,055

Reconciliation of net cash flow to movement in net debt	Group 2023 £'000	Group 2022 £'000
Increase in cash in the year	**6,882**	2,741
Decrease in net debt	**-**	-
Cash and cash equivalents at the beginning of the year	**54,055**	51,314
Cash and cash equivalents at the end of the year	**60,937**	54,055

Analysis of changes in net debt	At 1st April 2022 £'000	Cash Flow £'000	At 31st March 2023 £'000
Cash at bank and in hand	**54,055**	**6,882**	60,937
Bank and other loans	**(84)**	**-**	(84)
Total	**53,971**	**6,882**	60,853

The Accounting Policies on pages 92 to 96 and the notes on pages 98 to 122 form part of these accounts.



Jenny

As a Service Coordinator for our national Communications Team, Jenny helps services to promote themselves and communicate in a way that encourages more people to access support and change their lives.

Accounting policies

General information

Change Grow Live is a private company limited by guarantee and incorporated in England. The registered office address is 3rd Floor, Tower Point, 44 North Road, Brighton BN1 1YR. The company registration number is 03861209 (England and Wales).

Basis of preparation

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts.

Basis of consolidation

These financial statements consolidate the results of the Charity and its subsidiary companies Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 17). A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd are included within the group financial statements on a line by line basis with intercompany transactions eliminated on consolidation.

The principal policies of the Group are as follows:

a. Going concern

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our trustees have concluded that, the ongoing monitoring of financial performance and risk management, it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

b. Income

Incoming resources from charitable activities includes contract and grant income, rents receivable and other sundry receipts.

Contract income is recognised in line with the delivery of the service and is accrued or deferred where required when cash is received in advance or arrears of service provision.

Where income is related to performance and specific deliverables, income is recognised as the Charity earns the right to consideration by its performance, including contracts which contain payment by results requirements.

Grant, donation, legacy and other income is recognised when the charity becomes entitled to the funds, receipt is probable and amounts can be measured reliably.

Where conditions exist which restrict the use of income to a particular purpose, income is recorded in an appropriate restricted fund.

c. Project accounting/allocation

Income and direct costs relating to charitable activities are allocated to the charitable activity category of 'Health and social care services' and 'Training and education'.

Support costs are apportioned to charitable activities based on the direct costs of those activities.

d. Classification of expenditure

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

e. Project start-up costs

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

f. Intangible fixed assets

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

g. Tangible fixed assets

Freehold property

In accordance with FRS 102 freehold land is not being depreciated. Depreciation is charged on freehold buildings over a period of 50 years on a straight-line basis. The trustees consider the market value of the properties on an annual basis, together with reviewing them for impairment in accordance with FRS 102. Freehold land and buildings are initially recognised at cost but are subject to periodic revaluation by independent Chartered Surveyors.

Capitalisation of other assets

Leasehold improvements, computers and other equipment purchased for specific projects are treated as revenue expenditure at the date the cost is incurred as the economic benefit derived from their use is tied into the delivery of the service and not the direct benefit of the Charity.

h. Investments

The charity's investment in its subsidiary company is valued at cost.

i. Dilapidation provision

Provision is made for the legal obligation in property leases to reinstate the premises to the condition they were at the date the lease was signed and an estimate is made of the cost of that reinstatement.

j. Financial Instruments

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies that are classified as debt, are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

k. Funds

Restricted funds

Restricted funds are those whose application is limited to those causes specified by the donor. Any deficit incurred on any individual restricted fund is written off to the 'Unrestricted fund' in the financial year in which the deficit occurs.

Designated funds

Designated funds are allocated for a specified purpose to be utilised for the development of the organisation. Expenditure incurred is matched against the appropriate fund as expenditure arises.

Unrestricted funds

For control and audit purposes funds received for each project are accounted for individually with the relevant incoming resources and expenditure allocated accordingly. Expenditure for projects includes both direct costs attributable to the project and appropriate recharges for support costs.

l. Leasing commitments

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

Lease incentives are spread over the lease term.

m. Pension scheme arrangements

The Charity operates both defined benefit and defined contribution pension schemes for its employees. All defined benefit schemes are closed to new entrants.

The assets of any defined benefit and defined contribution pension schemes are held separately from those of the Charity.

Defined benefit schemes current service costs alongside the expected return on the scheme assets less the scheme interest costs are charged to the Statement of Financial Activities. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses.

Defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities.

The resulting defined benefit asset or liability is presented separately after other net assets on the face of the Balance Sheet.

Where the charity participates in a multi-employer defined benefit scheme it is not always possible to identify on a reasonable and consistent basis the Charity's share of underlying assets and liabilities as the assets are co- mingled for investment purposes and the benefits are paid out of the Plan's total assets. Accordingly, due to the nature of such schemes, the accounting charge for the period under FRS 102 represents the employer contribution payable. The liability to make payments to fund any deficit relating to past service in such plans is recognised where the Charity has entered into an agreement to make those payments. Pension costs for defined contribution schemes are charged to the Statement of Financial Activities for the period in which they are payable.

An additional cessation liability is measured and recognised at the balance sheet date. A cessation liability is due when the last active member of the defined benefit scheme leaves for any given participation. Any shortfall between the asset and liability at that date will be due to the defined benefit scheme organisation. The cessation liability is measured using the projected unit method and discounted at a rate equivalent to the current rate of return on gilts less the actuarial scheme valuation. The cessation liability is presented within accruals.

n. Judgements and key sources of estimation uncertainty

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

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In particular, judgements are made in the following areas:

- Depreciation and amortisation rates are over the estimated useful economic life of the assets;

- Dilapidation provisions are an estimate of the cost to reinstate premises in line with lease obligations;

- Freehold properties are held at valuation and continue to be maintained to a high standard. Trustees are

satisfied that there are no indications of impairment and the current valuations remains appropriate. Whilst the impact of the ongoing pandemic has created an increased level of uncertainty around the UK property market, Trustees are satisfied that the valuation of property remains materially correct;

- Pension assumptions for defined benefit pension schemes include, amongst others, estimates for longevity, discount rates and inflation.

o. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with maturities of three months or less.



Hayley

Hayley supports people at our East Sussex service as a Recovery Coordinator. She's passionate about providing a safe and inspiring environment for women using the service, including a popular women's support hub.

Notes to the consolidated financial statements

(For the year ended 31 March 2023)

1. Incoming resources

	Group 2023 £'000	Group 2022 £'000
Donations and legacies		
Donations	**128**	219

	Group 2023 £'000	Group 2022 £'000
Investment income		
Interest on UK cash deposits	**808**	72

Incoming resources from charitable activities
Incoming resources from charitable activities includes contract income from statutory sources and other sundry receipts. Grant income recorded during the year is disclosed within note 12, 'Restricted funds'.

2. Net income

	Group 2023 £'000	Group 2022 £'000
Net incoming resources is stated after charging:		
Auditor's remuneration:		
-Audit services	**95**	68
-Non-audit services	**38**	49
Operating lease rentals:		
-Plant and machinery	**644**	411
-Land and buildings	**4,600**	4,307
Depreciation and amortisation	**155**	142

Audit services fees, inclusive of VAT, are paid to Crowe U.K. LLP. Non-audit services of £38K includes £7K for professional fees, £8k for Taxation services, £14k for Assurance and £9K for VAT advice (2022: non-audit services of £49K includes £1K for professional fees, £7K for Taxation services, £24k Assurance and £17K for VAT advice).

3. Expenditure on charitable activities

	Direct costs £'000	Support costs £'000	**Group 2023 Total £'000**	Direct costs £'000	Support costs £'000	Group 2022 Total £'000
Charitable activities:						
Health and social care services	255,779	23,487	**279,266**	215,475	19,527	235,002
Training and employability	3,060	874	**3,934**	2,804	874	3,678
Total	**258,839**	**24,361**	**283,200**	**218,279**	**20,401**	**238,680**

Total Support costs include Governance costs of £219K (2022: £185K).

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	**Group 2023 Total £'000**
Support costs allocated to Charitable activities:					
Health and social care services	3,356	10,717	3,265	6,150	**23,488**
Training and employability	50	-	50	773	**873**
Total	**3,406**	**10,717**	**3,315**	**6,923**	**24,361**

Support costs have been allocated to Charitable activities based on the direct costs of those activities.

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	**Group 2022 Total £'000**
Support costs allocated to Charitable activities:					
Health and social care services	2,640	9,704	2,294	4,889	**19,527**
Training and employability	51	-	50	773	**874**
Total	**2,691**	**9,704**	**2,344**	**5,662**	**20,401**

4. Staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Group 2023 £'000	Group 2022 £'000
Wages and salary costs	**151,365**	127,505
Social security costs	**15,446**	12,318
Redundancy costs	**82**	59
Training costs	**1,704**	910
Recruitment and general payroll costs	**1,886**	1,120
Pension costs for defined contribution pension schemes	**4,589**	3,800
Pension costs for defined benefit pension schemes	**309**	1,814
Agency and third party organisations	**27,233**	21,324
Total	**202,614**	168,850

Redundancy costs above relate to the costs of restructuring services at or around the commencement of services, or in response to changes in the funding and financial position on contracts. Total redundancy and termination costs paid in 2023 were £82K (2022: £59K). £nil remained unpaid at 31 March 2023 (2022: £nil).

Trustee remuneration and expenses are disclosed in note 20.

The number of higher paid employees who received total remuneration in the following bands were as follows:

	Group 2023 Number	Group 2022 Number
£60,000 to £69,999	**25**	17
£70,000 to £79,999	**23**	20
£80,000 to £89,999	**22**	22
£90,000 to £99,999	**13**	12
£100,000 to £109,999	**9**	8
£110,000 to £119,999	**8**	7
£120,000 to £129,999	**1**	1
£130,000 to £139,999	**2**	9
£140,000 to £149,999	**6**	4
£150,000 to £159,999	**3**	2
£160,000 to £169,999	**2**	1
£170,000 to £179,999	**-**	-
£180,000 to £189,999	**1**	1
£190,000 to 199,999	**-**	-
£200,000 to £209,999	**-**	1
£210,000 to £219,999	**1**	-

105 (2022: 91) of the higher paid employees were accruing pension benefits under a defined contribution scheme and 5 (2022: 6) under defined benefit schemes.

Contributions of £4,588,686 (2022: £3,800,420) were paid into a defined contribution scheme. The other employees were members of the SHPS, NHS, LGPS or Civil Service defined benefit schemes (see note 16) into which contributions of £1,742,763 (2022: £1,874,776) were paid during the year. Employers' pension contributions outstanding at the year end amounted to £607,706 (2022: £539,289).

The key management personnel of the Group comprises 7 (2022: 7) employees: the Chief Executive, Deputy Chief Executive, three Executive Directors, the Chief Finance Officer and the Executive Medical Director. The total employee remuneration, benefits and contractual payments, inclusive of pension contributions and social security costs paid by the Charity, of the key management personnel were £1,223,738 (2022: £1,274,960).

The following table shows the base salaries and employer pension contributions of a number of the Executive Leadership Team:

	Base salary		**Employer pension contributions**	
	2023 £'000	2022 £'000	**2023 £'000**	2022 £'000
Chief Executive Officer	**188**	183	**24**	23
Chief Finance Officer	**163**	142	**7**	7
Deputy Chief Executive*	**111**	-	**8**	-
Medical Director	**214**	208	**7**	7

*Appointed 1st June 2022

	Group 2023 Number	Group 2022 Number
Employee numbers:		
Average number of employees	**4,933**	4,380
Average number of full time equivalents	**3,952**	3,874
Average number of full time equivalents split between:		
Direct project staff	**3,582**	3,511
Operational support staff	**66**	65
Central support staff	**304**	298
Total	**3,952**	3,874

5. Tangible fixed assets — Group and Charity

	Freehold property £'000	**Total £'000**
Cost/valuation		
At 1st April 2022	9,180	**9,180**
Additions	-	**-**
Disposals	-	**-**
Revaluation	-	**-**
At 31st March 2023	**9,180**	**9,180**
Depreciation		
At 1st April 2022	-	**-**
Charge for the year	(155)	**(155)**
Disposals	-	**-**
Revaluation	-	**-**
At 31st March 2023	**(155)**	**(155)**
Net Book Value		
At 31st March 2023	**9,025**	**9,025**
At 31st March 2022	9,180	9,180

Total cost of freehold property at 31 March 2023 was £9.2 million and consists of nine properties. All nine properties were formally valued between 21 March 2022 and 23 March 2022 by several professional surveyors. Depreciation is charged on freehold buildings on a straight-line basis over a period of 50 years. All nine properties have been reviewed for impairment by the trustees in accordance with FRS102, the results of which indicated that no adjustments were necessary from the carrying value. The original cost of the freehold properties was £4.9 million.

6. Debtors

	Group		Charity	
	2023 £'000	2022 £'000	**2023 £'000**	2022 £'000
Income receivable	**37,332**	35,732	**5,546**	13,819
Other debtors	**14,675**	13,695	**6,839**	799
Intercompany	**-**	-	**46,359**	38,118
Prepayments	**3,437**	2,465	**3,418**	2,433
Total	**55,444**	51,892	**62,162**	55,169

Included within 'Income receivable' is an amount of £0.71 million (2022: £0.54 million) relating to amounts invoiced in respect of the 2023-2024 financial year. An equivalent amount is included within 'Deferred income' in note 7.

7. Creditors

	Group		Charity	
	2023 £'000	2022 £'000	**2023 £'000**	2022 £'000
Trade creditors	**10,775**	4,368	**10,698**	4,210
Deferred income	**13,405**	14,184	**4,017**	7,495
Social security and other taxes	**15,194**	11,802	**15,155**	11,788
Accruals	**19,826**	21,812	**19,012**	21,585
Other creditors	**13,266**	10,687	**10,332**	9,253
Total	**72,466**	62,853	**59,214**	54,331

Movements in deferred income

	At 1 April 2022 £'000	Released £'000	Deferred £'000	**At 31 March 2023 £'000**
Group	14,184	(9,869)	9,090	**13,405**
Charity	7,495	(6,230)	2,752	**4,017**

Contract income and grants are accounted for on an accruals basis in the period in which the performance criteria are met. Income is deferred due to the timing of receipts for contract income and grants.

8. Creditors: amounts falling due after more than one year

	Group		Charity	
	2023 £'000	2022 £'000	**2023 £'000**	2022 £'000
Bank and other loans	**84**	84	**84**	84

The loan from Brighton and Hove City Council is only repayable if the property is sold and is non-interest bearing. It is secured on the freehold property in St Andrew's Road, Portslade, East Sussex.

Change Grow Live has provided Barclays Bank with a Debenture, dated 4 September 2013, in support of its Bond, Guarantee and Indemnity (BGI) facilities and a charge over its freehold property at 140 - 142 King's Cross Road, London. In respect of the Debenture, a formula has been agreed whereby 'Good UK Debtors under 90 days' have to provide a minimum of two times cover against BGI exposure at any time. As at 31 March 2023, Change Grow Live had £1.9 million of BGI exposure (2022: £1.9 million) which was more than covered by 'Good UK Debtors under 90 days' which amounted to £36.7 million (2022: £32.2 million).

9. Provisions for liabilities and charges — Group and Charity

	Pension provisions £'000	Dilapidation provision £'000	**Total £'000**
At 1st April 2022	3,010	6,192	**9,202**
Amounts released in the year	(1,911)	(1,036)	**(2,947)**
Additional amounts provided	-	666	**666**
At 31st March 2023	**1,099**	**5,822**	**6,921**

The pension provision includes Local Government Pension Scheme of £539K (2022: £2.5 million) and Social Housing Pension Scheme of £560K (2022: £0.5 million). A provision for NHS pension schemes of £0.2 million (2022: £0.2 million) has been made and is disclosed in other creditors in note 7.

10. Limited liability

The liability of each member of the charity is limited to £1.

11. Unrestricted funds — Group

	Total funds brought forward at 1st April 2022 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	**Total funds carried forward at 31st March 2023 £'000**
Designated reserves	15,000	(911)	-	-	**14,089**
Designated reserves	**15,000**	**(911)**	**-**	**-**	**14,089**
Unrestricted funds	23,029	1,942	-	-	**24,971**
Pension reserve	(4,726)	28	-	1,882	**(2,816)**
Free reserves	**18,303**	**1,970**	**-**	**1,882**	**22,155**
Revaluation reserve	4,123	-	-	-	**4,123**
Fixed assets net of related loans	4,419	(155)	-	-	**4,264**
Total unrestricted funds	**41,845**	**904**	**-**	**1,882**	**44,631**

Designated reserves expenditure of £0.9 million represents progression of our strategic plans covering development of our people, development of technological solutions supporting frontline delivery and a service redesign program.

Unrestricted funds — Charity

	Total funds brought forward at 1st April 2022 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	**Total funds carried forward at 31st March 2023 £'000**
Designated reserves	15,000	(911)	-	-	**14,089**
Designated reserves	**15,000**	**(911)**	**-**	**-**	**14,089**
Unrestricted funds	23,750	1,794	-	-	**25,544**
Pension reserve	(4,726)	29	-	1,882	**(2,815)**
Free reserves	**19,024**	**1,823**	**-**	**1,882**	**22,729**
Revaluation reserve	4,123	-	-	-	**4,123**
Fixed assets net of related loans	4,419	(155)	-	-	**4,264**
Total unrestricted funds	**42,566**	**757**	**-**	**1,882**	**45,205**

Unrestricted funds — Group (cont.)

	Total funds brought forward at 1st April 2021 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	**Total funds carried forward at 31st March 2022 £'000**
Designated reserves	-	-	15,000	-	**15,000**
Designated reserves	**-**	**-**	**15,000**	**-**	**15,000**
Unrestricted funds	32,137	5,892	(15,000)	-	**23,029**
Pension reserve	(3,868)	(1,655)	-	797	**(4,726)**
Free reserves	**28,269**	**4,237**	**(15,000)**	**797**	**18,303**
Revaluation reserve	3,273	-	-	850	**4,123**
Fixed assets net of related loans	4,419	-	-	-	**4,419**
Total unrestricted funds	**35,961**	**4,237**	**-**	**1,647**	**41,845**

Unrestricted funds — Charity (cont.)

	Total funds brought forward at 1st April 2021 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	**Total funds carried forward at 31st March 2022 £'000**
Designated reserves	-	-	15,000	-	**15,000**
Designated reserves	**-**	**-**	**15,000**	**-**	**15,000**
Unrestricted funds	31,744	7,006	(15,000)	-	**23,750**
Pension reserve	(3,868)	(1,655)	-	797	**(4,726)**
Free reserves	**27,876**	**5,351**	**(15,000)**	**797**	**19,024**
Revaluation reserve	3,273	-	-	850	**4,123**
Fixed assets net of related loans	4,419	-	-	-	**4,419**
Total unrestricted funds	**35,568**	**5,351**	**-**	**1,647**	**42,566**

The Revaluation reserve relates to freehold properties (note 5).

12. Restricted funds

	Total funds brought forward at 1st April 2022 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	**Total funds carried forward at 31st March 2023 £'000**
Health and social care services - Capital funds						
a. Brighton & Hove PCT	300	-	-	-	-	**300**
b. Brighton & Hove PCT	253	-	-	-	-	**253**
Capital Funds	553	-	-	-	-	**553**
Health and social care services - Revenue funds						
c. PHE Capital funding - East Lancashire	24	-	-	-	-	**24**
d. PHE Capital funding - Central & North Lancashire	416	-	-	-	-	**416**
e. Big Lottery	9	-	-	-	-	**9**
f. Donations to support individuals entering employment	141	867	985	(118)	-	**23**
g. PHE Adder funding	-	3,375	3,096	279	-	**279**
h. West Lothian & Forth Valley Corra fund	-	57	57	-	-	**-**
i. PHE - IPS Funding	-	1,261	1,261	-	-	**-**
j. OHID - Universal funding	-	24,000	24,000	-	-	**-**
k. MHCLG funding	-	6,258	6,258	-	-	**-**
Revenue Funds	590	35,818	35,657	161	-	**751**
Restricted Funds - Group and Charity	**1,143**	**35,818**	**35,657**	**161**	**-**	**1,304**

a. Brighton & Hove Primary Care Trust

Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.

b. Brighton & Hove Primary Care Trust

Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014-15.

c. PHE Capital funding - East Lancashire

Social Enterprise Scheme for refurbishment and re-sale of furniture.

d. PHE Capital funding - Central & North Lancashire

To help create a well-led skilled and valued adult social care workforce.

e. Big Lottery

Funding in Hertfordshire, Staffordshire to improve systems and services to meet the needs of families where a parent is dependent on alcohol.

f. Donations to support individuals entering employment

Various grants and donations received for specific purposes to support the training and employability of ex offenders

g. PHE Adder funding

The programme seeks to ensure that more people get effective treatment, with enhanced treatment and recovery provision, including housing and employment support, and improved communication between treatment providers and courts, prisons, and hospitals.

h. West Lothian & Forth Valley Corra fund

i. PHE – IPS funding

Individual placement and support for drug or alcohol dependency in community treatment services.

j. OHID – Universal funding

Grant received to support drug and alcohol treatment with a focus on reducing drug related crime and deaths.

k. MHCLG funding

Grant to support individuals living on the street.



12. Restricted funds (cont.)

	Total funds brought forward at 1st April 2021 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	**Total funds carried forward at 31st March 2022 £'000**
Health and social care services - Capital funds						
a. Brighton & Hove PCT	300	-	-	-	-	**300**
b. Brighton & Hove PCT	253	-	-	-	-	**253**
Capital Funds	553	-	-	-	-	**553**
Health and social care services - Revenue funds						
c. PHE Capital funding - Blackburn with Darwen	359	-	359	(359)	-	**-**
d. PHE Capital funding - East Lancashire	24	-	-	-	-	**24**
e. PHE Capital funding - Central & North Lancashire	416	-	-	-	-	**416**
f. PHE Capital Grant - Stockton	24	-	24	(24)	-	**-**
g. Big Lottery	9	-	-	-	-	**9**
h. Sova	358	-	358	(358)	-	**-**
i. Other	92	532	483	49	-	**141**
j. PHE Adder funding	-	1,185	1,185	-	-	**-**
k. HIS - Blackburn with Darwen	-	39	39	-	-	**-**
l. PHE - IPS funding	-	258	258	-	-	**-**
m. PHE - Universal funding	-	8,117	8,117	-	-	**-**
n. MHCLG RS Fund	-	5,046	5,046	-	-	**-**
Revenue Funds	1,282	15,177	15,869	(692)	-	**590**
Restricted Funds - Group and Charity	**1,835**	**15,177**	**15,869**	**(692)**	-	**1,143**

13. Analysis of Group net assets between funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	**Total 2023 £'000**
Unrestricted funds	8,472	43,164	(84)	(6,921)	**44,631**
Restricted funds	553	751	-	-	**1,304**
Total	**9,025**	**43,915**	**(84)**	**(6,921)**	**45,935**

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	**Total 2022 £'000**
Unrestricted funds	8,627	42,504	(84)	(9,202)	**41,845**
Restricted funds	553	590	-	-	**1,143**
Total	**9,180**	**43,094**	**(84)**	**(9,202)**	**42,988**

14. Commitments due under operating leases

	Land and buildings		**Other**	
	Group 2023 £'000	Group 2022 £'000	**Group 2023 £'000**	Group 2022 £'000
Gross obligations repayable on leases:				
expiring within one year	**2,502**	3,400	**680**	680
expiring between two and five years	**5,213**	6,195	**1,057**	743
expiring in more than five years	**4,666**	5,690	**-**	-
Total	**12,381**	15,285	**1,737**	1,423

15. Reconciliation of net income to net cash inflow from operating activities

	Group 2023 £'000	Group 2022 £'000
Net income for the year	**1,065**	3,545
Actuarial and pension gains	**1,882**	797
Dividends, interest and rents from investments	**(809)**	(72)
Depreciation charges	**155**	-
(Increase) in debtors	**(3,552)**	(14,515)
Increase in creditors	**9,613**	13,999
(Decrease) in provisions	**(2,281)**	(1,085)
Net cash provided by operating activities	**6,073**	2,669

16. Pension schemes

Introduction

This note provides details of a number of defined benefit pension schemes which Change Grow Live participates in as an employer. With the exception of the Social Housing Pension Scheme (SHPS), Change Grow Live has obtained formal membership of these NHS and Local Government Pension Schemes (LGPS) as a result of being commissioned to deliver services which required members of these schemes to transfer in to Change Grow Live. All the defined benefit pension schemes are closed to new members.

Social Housing Pension Scheme (SHPS)

Change Grow Live participates in the Social Housing Pension Scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK. The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with the documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028. The Scheme is classified as a 'last man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive. The latest accounting valuation was carried out with an effective date of 30 September 2022. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2023 to 29 February 2024 inclusive. The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

Within the scheme, Change Grow Live operated a final salary benefit structure with a 1/60th accrual rate for its members. The scheme is closed to new members, and it was closed to future accrual as at 1 April 2017 and the three active members at that time were transferred into the SHPS defined contribution scheme.

We have been notified by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. This process is ongoing, and the matter is unlikely to be resolved before the end of 2024 at the earliest. It is recognised that this could potentially impact the value of Scheme liabilities. An adjustment has been made of £0.12 million in these financial statements in respect of this potential issue.

	2023 £'000	2022 £'000
Balance Sheet at 31st March 2023		
Market value of assets	**2,859**	5,101
Liabilities	**(3,516)**	(5,883)
Deficit	**(657)**	(782)
Changes in the present value of the defined benefit obligation are as follows:	**£'000**	£'000
Opening defined benefit obligation	**(5,883)**	(6,116)
Interest expense	**(162)**	(132)
Actuarial gains/(losses) due to scheme experience	**785**	(255)
Actuarial gains due to changes in demographic assumptions	**8**	95
Actuarial gains due to changes in financial assumptions	**1,585**	424
Benefits paid and expenses	**155**	105
Participant contributions	**-**	-
Expenses	**(4)**	(4)
Defined benefit obligation at the year end	**(3,516)**	(5,883)
Changes in the fair value of the scheme assets are as follows:	**£'000**	£'000
Fair value of scheme assets at 1 April 2022	**5,101**	5,013
Interest income	**142**	109
Experience on plan assets (excluding amounts included in interest income (loss)	**(2,398)**	(84)
Employer contributions	**169**	168
Benefits paid and expenses	**(155)**	(105)
Fair value of scheme assets at the year end	**2,859**	5,101
The amounts included within the Statement of Financial Activities are as follows:		
Net interest expense	**(20)**	(23)
Expenses	**(4)**	(4)
Total amount charged within net income/(expenditure)	**(24)**	(27)
Defined benefit costs recognised in other comprehensive income		
Experience on plan assets (excluding amounts included in net interest cost) - (loss)	**(2,398)**	(84)
Experience gains/(losses) arising on the plan liabilities	**785**	(255)
Effects of changes in the demographic assumptions	**8**	95
Effects of changes in the financial assumptions	**1,585**	424
Remeasurement effects recognised in overall funds movement	**(20)**	180
Total amount charged to the Statement of Financial Activities	**(44)**	153

16. Pension schemes (cont.)

	Assets at 31st March 2023		Assets at 31st March 2022	
Additional disclosure items:	**£'000**	**%**	£'000	%
Global Equity	53	10.5	1,853	36.3
Absolute Return	31	1.1	205	4.0
Distressed Opportunities	87	3.0	183	3.6
Credit Relative Value	108	3.8	170	3.3
Alternative Risk Premium	5	0.2	168	3.3
Emerging Markets Debt	15	0.5	148	2.9
Risk Sharing	211	7.4	168	3.3
Insurance Linked Securities	72	2.5	119	2.3
Property	123	4.3	138	2.7
Infrastructure	327	11.4	363	7.1
Private Debt	127	4.4	131	2.6
Opportunistic Illiquid Credit	122	4.3	171	3.4
High Yield	10	0.3	44	0.9
Opportunistic Credit	-	-	18	0.4
Cash	21	0.7	17	0.3
Corporate Bond Fund	-	-	340	6.7
Long Lease Property	86	3.0	131	2.6
Secured Income	131	4.6	190	3.7
Liability Driven Investment	1,318	46.1	1,424	27.9
Currency Hedging	5	0.2	(20)	(0.4)
Net Current Assets	7	0.2	14	0.3
Total	**2,859**	**100.0**	**5,101**	**100.0**

Mortality assumptions based on the following life expectancies	Life expectancy at age 65 (Years)
Male retiring in 2023	21.0
Female retiring in 2023	23.4
Male retiring in 2043	22.2
Female retiring in 2043	24.9

Actuarial assumptions: Financial	Beginning of year	End of year
Rate of RPI inflation	3.6%	3.2%
Rate of CPI inflation	3.2%	2.8%
Rate of increase in salaries	4.2%	3.8%
Rate of increase in pensions	4.2%	3.8%
Discount rate	2.8%	4.9%

The leaving employer's share of the buy-out debt is the proportion of the Scheme's liability attributable to employment with the leaving employer compared to the total amount of the Scheme's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Scheme liabilities, Scheme investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time. Change Grow Live has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Scheme, based on the financial position of the Scheme as at 30th September 2022. At this date the estimated employer debt for Change Grow Live was £3.7 million. The next valuation is expected to be published in November 2023. Change Grow Live has taken steps to mitigate this employer debt and has a SHPS defined contribution scheme alongside the defined benefit scheme. Ongoing membership of this defined contribution scheme will mean that Change Grow Live would not be in a cessation position and the employer debt would not therefore fall due.

NHS Pension Scheme for England and Wales

Change Grow Live has separate Directions Body status in 56 areas with NHS Pensions during the year to 31st March 2023 (2022:56).

Past and present employees are covered by the provisions of the two NHS Pension Schemes.

Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities.

Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The total employer contributions payable in 2022-2023 were £1,576,275 (2022-2023: £1,710,110). At 31st March 2023 there were 313 (2022: 367) active members in the scheme employed by Change Grow Live.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that the period between formal valuations shall be four years, with approximate assessments in intervening years. An outline of these follows:

a. Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as 31 March 2019, updated to 31 March 2020 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used. The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b. Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2021. The results of this valuation set the employer contribution rate payable from April 2022.

The Department of Health and Social Care have recently laid Scheme Regulations confirming that the employer contribution rate will increase to 20.6% of pensionable pay from this date. Change Grow Live has confirmation that the employer contribution will remain at 14.38% and that central payment will be made by NHS England and the Department of Health and Social Care for the respective proportions of the additional 6.22%.

Local Government Pension Schemes

In the process of taking over certain contracts, Change Grow Live gains admission body status into Local Government Pension Schemes which are multi-employer defined benefit schemes. During the year Change Grow Live had admission body status with the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the West Sussex Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund. All of these schemes are closed to new entrants from Change Grow Live.

Accordingly, the FRS 102 disclosures below relate to the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the Northamptonshire Pension Fund, the London Borough of Lewisham Pension Fund, the West Sussex Pension Fund, the Norfolk Pension Fund, the Newham Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund and all 8 schemes are disclosed together as required by FRS 102.

Balance Sheet at 31st March 2023	**2023 £'000**	2022 £'000
Market value of assets	**5,019**	5,958
Liabilities	**(5,201)**	(8,072)
(Deficit)	**(182)**	(2,114)
Split between the schemes:	**£'000**	£'000
The London Borough of Newham Pension Fund	**(29)**	(221)
The Nottinghamshire County Council Pension Fund	**(15)**	(691)
The West Midlands Pension Fund	**887**	(626)
The London Borough of Lewisham Pension Fund	**45**	(109)
The West Sussex Pension Fund	**(107)**	(201)
Merseyside Pension Fund	**(10)**	(91)
Reading Pension Fund	**(21)**	(84)
Norfolk Pension Fund	**120**	(91)
Total	**870**	(2,114)
Changes in the present value of the defined benefit obligation are as follows:	**£'000**	£'000
Opening defined benefit obligation	**(8,072)**	(8,211)
Defined benefit obligation on admission to scheme	**-**	-
Interest cost	**(218)**	(170)
Actuarial gain	**3,401**	681
Benefits paid	**32**	6
Participant contributions	**(42)**	(35)
Past service cost	**-**	-
Current service cost	**(302)**	(343)
Defined benefit obligation at the year end	**(5,201)**	(8,072)

16. Pension schemes (cont.)

Changes in the fair value of the scheme assets are as follows:	**2023 £'000**	2022 £'000
Opening fair value of scheme assets	**5,958**	5,337
Fair value of scheme assets on admission to the scheme	**-**	59
Interest income on plan assets	**162**	228
Return on scheme assets (less)/greater than discount rate	**(173)**	128
Actuarial (loss)/gain	**(1,085)**	31
Employer and participant contributions	**189**	180
Benefits (returned)	**(32)**	(5)
Fair value of scheme assets at the year end	**5,019**	5,958

The amounts included within the Statement of Financial Activities are as follows:	**£'000**	£'000
Net interest on net defined benefit liability	**56**	59
Current service cost	**302**	343
Total amount charged within net income	**358**	402
Actuarial (gain)	**(1,902)**	(617)
Return on scheme assets greater/(less) than discount rate	**105**	(252)
Remeasurement effects recognised in overall funds movement	**(1,797)**	(869)
Total amount (released) to the Statement of Financial Activities	**(1,439)**	(467)

	Assets at 31st March 2023		Assets at 31st March 2022	
Additional disclosure items:	**£'000**	**%**	£'000	%
Equities	3,813	62.8	3,687	61.8
Government Bonds	975	16.1	927	15.6
Other Bonds	274	4.5	286	4.8
Property	560	9.2	594	10.0
Cash/Liquid	223	3.7	225	3.8
Other	226	3.7	239	4.0
Total	**6,071**	**100.0**	**5,958**	**100.0**

Actuarial assumptions: Financial	Beginning of year	End of year
Rate of RPI inflation	1.9%	3.9%
Rate of CPI inflation	2.7%	2.9%
Rate of increase in salaries	3.6%	4.0%
Rate of increase in pensions	2.6%	2.7%
Discount rate	2.3%	4.8%

17. Subsidiary companies

Change Grow Live Services Ltd

(Company number 6228752 (England and Wales))

Change Grow Live Services Ltd undertakes contracts delivering a broad range of health and social care services and commenced trading on 1 October 2017. The company outsources this work to Change Grow Live, its parent company, at a value equal to income receivable under the terms of the service contract less a fee in line with the service agreement between the two organisations.

	2023 £'000	2022 £'000
Income	**228,833**	182,495
Expenditure	**(227,997)**	(182,028)
Profit before gift aid	**836**	467

	2023 £'000	2022 £'000
Gross assets	**57,127**	45,532
Total liabilities	**(57,127)**	(45,532)
Net assets	**-**	-

The results of Change Grow Live Services Ltd for the years to 31st March 2023 and 2022 are consolidated in these financial statements.

17. Subsidiary companies (cont.)

Bounce Back Foundation

(Company Number 07675301 (England and Wales)) (Charity Number 1144297 (England and Wales))

Change Grow Live became the sole member of Bounce Back Foundation on the 29 July 2020.

Bounce Back Foundation is a registered charity, limited by guarantee. Its primary objective is the rehabilitation of ex-offenders, the relief of unemployment and the advancement of education and training principally with ex-offenders but also other socially excluded or marginalised people.

	2023 £'000	2022 £'000
Income	**3,512**	2,994
Expenditure	**(3,709)**	(3,343)
Net incoming resources	**(197)**	(349)

	2023 £'000	2022 £'000
Gross assets	**2,543**	704
Total liabilities	**(2,956)**	(919)
Net assets	**(413)**	(215)

The results of Bounce Back Foundation Ltd for the years to 31st March 2023 and 2022 are consolidated in these financial statements.

Social Enterprises

Bounce Back Project Limited

(Company number 8699910 (England and Wales))

Bounce Back Project Limited is a UK incorporated and registered company, consisting of 100 ordinary shares of £1 which is a wholly owned subsidiary of Bounce Back Foundation.

Bounce Back Project Limited is a painting and decorating and construction social enterprise, offering training and work experience.

The results of Bounce Back Project Limited for the year to 31st March 2022 and the year to 31st March 2023 are consolidated in these financial statements.

The income and expenditure of Bounce Back Project Limited and their balance sheet at 31 March 2022 and 31 March 2023 are summarised below:

	2023 £'000	2022 £'000
Income	**300**	74
Expenditure	**(276)**	(138)
Net incoming resources	**24**	(64)

	2023 £'000	2022 £'000
Gross assets	**76**	16
Total liabilities	**(493)**	(457)
Net assets	**(417)**	(441)

17. Subsidiary companies (cont.)

Dormant subsidiary companies

Change Grow Live also has the following wholly owned subsidiary companies, none of which have traded during the year, nor since incorporation:

Crime Reduction Initiatives Limited – company number 9832039, limited by guarantee, Nil net assets/liabilities. Crime Reduction Initiatives Limited is a dormant subsidiary registered in England and Wales and is consolidated within these accounts. There were no transactions with Change Grow Live during the year.

Crime Reduction Initiatives Limited is a dormant subsidiary which is registered in England and Wales and is consolidated within these accounts. There were no transactions with Change Grow Live during the year.

18. Investments

On 3rd November 2014 Change Grow Live acquired a 5% interest in The Reducing Reoffending Partnership Limited at a cost of £5.

On 29th July 2020 Change Grow Live acquired a 100% interest in Bounce Back Foundation at a cost of £50,000.



19. Capital commitments — Group and Charity

There are no capital commitments at the year end.

20. Trustee and related party transactions

During the year Change Grow Live was supported by Build on Belief Limited in the delivery of its services across a number of locations. Trustee Tim Sampey is the Chief Executive of Build on Belief. During 2022-23 the value of services provided was £252,667 (2021-22: £327,533). These services are provided at arm's length and Tim Sampey is not involved in the provision of these services. At 31st March 2023 there were outstanding fees of £21,667, (2022: £17,833).

There are no other related party transactions outside of those with group companies already disclosed above.

During the year, no Trustee received any remuneration (2022 - 2023: £nil). 3 trustees (2021-22: 4 trustees) received general travel expenses of £385 (2021-22: £649).

During the year, Change Grow Live continued its insurance policy to indemnify the charity trustees or other officers against all risks except for dishonesty, fraud or deliberate breach of trust. The insurance cost £4,100 (2021-22: £3,727).

During the year £184.6 million (2021-22: £182.0 million) was receivable from Change Grow Live Services Ltd which relates to contractual income. At the year end £43.6 million (2021-22: £37.7 million) was due from Change Grow Live Services Ltd. Gift Aid of £0.84 million (2021-22 £0.47 million) has been included within the amounts due.

During the year £0.33 million (2021-22: £0.22 million) was receivable from Bounce Back Foundation Limited. At the year end £2.4 million (2021-22: £0.45 million) was due from Bounce Back Foundation.

During the year, Bounce Back Foundation paid the charity £2.15 million which relates to staff costs.

During the year £nil million was receivable from Bounce Back Project Limited to Bounce Back Foundation. At the year end Bounce Back Project Limited owed £0.03 million (2021-22: £0.01 million) to Bounce Back Foundation.

21. Ten year summary

The table below discloses Change Grow Live and the Group's financial performance over the last ten years and includes details of annual growth rates and return on 'Incoming resources'.

	Group 2022/23 £'000	Group 2021/22 £'000	Group 2020/21 £'000	Group 2019/20 £'000	Group 2018/19 £'000	Group (Restated) 2017/18 £'000	Group 2016/17 £'000	Group 2015/16 £'000	Charity 2014/15 £'000	Charity 2013/14 £'000
Incoming resources	**284,265**	242,225	220,126	219,120	212,573	195,546	155,970	158,326	141,520	116,815
Growth %	**17%**	10%	0%	3%	9%	25%	-1%	12%	21%	17%
Resources expended	**(283,200)**	(238,680)	(213,838)	(215,163)	(210,332)	(192,976)	(152,433)	(156,310)	(139,242)	(114,723)
Net incoming resources	**1,065**	3,545	6,288	3,957	2,241	2,570	3,537	2,016	2,278	2,092
%	**0.4%**	1.50%	2.90%	1.80%	1.10%	1.30%	2.30%	1.30%	1.60%	1.80%
Expenditure on raising funds	**-**	-	-	-	-	-	-	-	-407	-331
Other recognised gains/ (losses)	**1,882**	1,647	(1,946)	1,066	(1,036)	127	(244)	2,324	277	281
Net movements in funds	**2,947**	5,192	4,342	5,023	1,205	2,697	3,293	4,340	2,148	2,042
%	**1.0%**	2.10%	2.00%	2.30%	0.60%	1.40%	2.10%	2.70%	1.50%	1.70%
Total funds carried forward	**45,935**	42,988	37,796	33,454	28,431	27,226	24,529	21,236	16,896	16,881

Notes:

% above is in relation to 'Incoming resources'.

Expenditure on raising funds relates to the costs incurred in bidding for the Ministry of Justice 'Transforming Rehabilitation' competition. Total funds carried forward were restated in 2014/15 due to the effects of the implementation of FRS 102.



Tina (front cover)

Tina uses her background in NHS mental health services to make a difference as part of the Drug and Alcohol Street Outreach Team in Ealing.



About Change Grow Live

We help people to change the direction of their lives, grow as individuals, and live life to its full potential.

Find out more

W: changegrowlive.org

E: queries@cgl.org.uk

@changegrowlive

@changegrowlive

Change Grow Live

Change Grow Live Registered Office: 3rd Floor, Tower Point, 44 North Road, Brighton BN1 1YR.
Registered Charity Number 1079327 (England and Wales) and SC039861 (Scotland).
Company Registration Number 3861209 (England and Wales).

CHANGE, GROW, LIVE

England & Wales - Charity number 1079327

Accounts

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Change Grow Live

Believe in people

ANNUAL REPORT 2021-2022

Our mission is to help people change the direction of their lives, grow as individuals, and live life to its full potential.

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No organisation on its own can be as powerful a force for change as we can be together.

A message from our CEO, Mark Moody

The journey out of the pandemic has been longer and more challenging than anyone could have anticipated, but I believe we are emerging on the other side as a stronger, more compassionate, and more connected organisation than ever before.

We are now in a place where we can move forward with confidence, and a renewed sense of purpose. We can use everything we have learned during this time to reform our service model and improve the way we engage with people. We can strive to ensure that people are not defined by the things that have led them to seek support, but are met and respected as individuals with goals and ambitions of their own.

The pandemic required us to put many things on hold as we prioritised keeping people safe. In terms of the culture of our organisation, however, I believe it drove us forward faster than we could have ever imagined. Adopting new ways of working and communicating has helped us to feel closer and more connected to our goals and to each other. We found new ways of engaging with the people who use our services and with other organisations across the sector, and new options for making care more accessible than ever before.

Looking ahead to 2022 and beyond, there are still significant challenges. It is clear there are tough economic conditions facing us, but there are also unprecedented opportunities. We find ourselves with a once-in-a-generation chance to redefine how health and social issues are addressed in this country. Although the pandemic was a terrible time for the world, it also showed us time and again the spirit of people to help others and their communities. It is our responsibility to sustain that spirit for our people and the people who access our services.

It seems to me that there is a greater understanding than ever that no organisation on its own can be as powerful a force for change as we can be together. It is up to all of us in our sector and beyond to ensure that people are able to access the support they deserve, and that we are here to provide it for them. I see it as our responsibility to play a leading role in this change, and I believe we are perfectly placed to do so.

During the year we said goodbye to our longstanding Chair of the Board of Trustees, Dr Mike Pringle. It is always sad to say goodbye to someone who has contributed so much to our organisation, but we are very fortunate to have welcomed Sue Killen as our new Chair. Sue brings a wealth of expertise and experience to the table, and I know that she will be a powerful voice for this organisation and the people we serve.

Of course, nothing would be possible without the hard work and dedication of our staff and volunteers. As I have been visiting services throughout the year, I have been struck by the unwavering positivity and drive to help others.

No matter what the world has thrown our way, or what we will face in the future, the people that make up Change Grow Live help me to keep faith. Everything we have learned over the last few years will help us to help each other as we continue to make a difference in people's lives. Let's do this together.

A message from our Chair of Trustees, Sue Killen

As I settle in to my first year as Chair of Change Grow Live's Board of Trustees, I would like to thank everyone across the organisation for making me feel so welcome. It has been wonderful to feel part of a values driven team with such a genuine commitment to helping others and changing society for the better.

I joined the board of trustees at a time of transition, as we said goodbye to Andreas Raffel, Nick Burstin, John Harris, and my predecessor Mike Pringle. I would like to thank all of them for building such strong foundations for the organisation to work from and helping to guide the organisation through a global pandemic.

At the same time, we have welcomed new faces: Elaine Hindal, Deborah Rozansky, Jim Heptinstall and Tim Sampey. Each of them brings a wealth of experience, character and knowledge with them and I know that they will all be tremendous assets to the board as we work to ensure the organisation is safe and effective in everything it does.

As a new member of the team at Change Grow Live, it was frustrating that the pandemic prevented me from meeting colleagues face to face and seeing our projects and our services up-close. But as we emerge from the pandemic, I have been extremely fortunate to be able to begin visiting services and experience the remarkable work that staff and volunteers are doing on the frontline every single day. After so long disconnected from each other, it has been wonderful to see such tangible examples of the work that we do as an organisation to support people across the country.

Recent visits have provided trustees with invaluable insights that will guide us in our role of ensuring Change Grow Live has the right governance and framework in place to allow our people to do the very best work they can. The commitment and professionalism I have seen from staff and volunteers has been inspiring, and I want to ensure that we are creating an environment where those qualities are allowed to flourish.

My own focus will be on ensuring that we maximise the impact for the people who use our services. There are huge opportunities ahead for our charity. We are in the fortunate position that one of our key areas of support now has a forward-looking strategy with government funding attached.

In the coming year I am looking forward to working with government and partners to innovate and improve services, not just for the people who use them but also for the people who work in them. We know that in the near-future demand for our services is sadly going to increase, but we have the expertise and experience to deliver those services to the very highest standard.

To our staff and volunteers across the country: thank you for everything that you do, and for everything I know you will continue to do. I look forward to working with you all to make a real and lasting difference.



It is wonderful to feel part of a values driven team with such a genuine commitment to helping others.

Introduction:

Believe in people; make a difference

It's been a year of significant change for us and for our sector, but our guiding principle – believe in people – has remained the golden thread that weaves throughout everything we do; from giving people ownership over their detox journey, to investing in our volunteers with our accredited training, to helping reunite people sleeping rough with their families as far away as Poland.

Dame Carol Black's independent review of drugs and the government's 10-year drug strategy have both provided a roadmap for drug treatment services for many years to come. The launch of Integrated Care Systems will create new models for supporting people and their communities as they begin to emerge from the effects of the pandemic, the ripples of which are still being felt.

Despite these ongoing ripples, our services across the country have continued to go above and beyond to meet the needs of the people and communities they support, and we are proud to tell you about their brilliant work over the last year.

Using their words and stories, we'll share how our staff and volunteers continually embody our values of being open, bold and compassionate, putting people at the heart of their work every day.

Their stories will celebrate the diversity of service provision and innovation happening across the organisation and the life-changing work our Clinical and Care team is doing.



The government's 10-year drug strategy provides a roadmap for our services and staff like Esme, who helps young people address their substance use.



Change Grow Live staff like Jordan and Annie help us to put our values into practice and make a difference in people's lives every day.

We will also explore how our services are developing new ways of working, including the formation of key partnerships across the sector that will help them adapt to change and continue to make a difference for years to come.

Everything we do as an organisation is driven by our core values:

Be open;

Be compassionate;

Be bold.

These values work together as principles that guide the way we act and the choices we make – from the partnerships we form across the sector to the work of our Clinical and Care team. They will continue to form the bedrock of our organisation as we address the health and social care challenges ahead of us and strive to ensure everyone is able to live their life to its full potential.



Charity Easton is our Director of Integrated Practice. She explains the evolution of our Clinical and Care team, and the important role that social work plays in supporting the people who use our services:

"In 2022, we decided to change the name of our Clinical team to the Clinical and Care team. Changing the name of our team has given us an opportunity to better reflect the range of work that we undertake. Our work brings together different disciplines and areas of support, but the care of the people who access our services is a common factor across all of them.

We currently have 31 qualified social workers based in services up and down the country. On top of that, you have lots of staff members who are trained in social work and different aspects of care but are employed in other posts. That's a significant wealth of knowledge and expertise, with a bedrock of comprehensive professional training that helps our teams advocate for the people they support. Our social workers help to ensure that people are considered as individuals, with unique strengths, needs and goals.



Nurses like Rob play a vital part in ensuring that the people who use our services have access to the high-quality clinical care they need.

Now we have the framework in place to grow social work within Change Grow Live and across the sector. We're going to be rolling out social work apprenticeships this year, so that people in other caring roles can formalise the skills and experience they've already built up by becoming qualified social workers themselves.

Our National Social Work Lead, Ellie Reed, is working to develop our approach within Change Grow Live and across the sector. Ellie's recent work has included our focus on the Mental Capacity Act and how we ensure that we are working in a way that is respectful of people who may not be able to make informed decisions about their care. She has also helped to develop our 'Listen Believe Affirm' programme, which supports staff to engage with people who have experienced childhood sexual abuse.

My own role is all about integration; it's about bringing these different parts of how we work together to ensure that our clinical and care services are completely inseparable. As we respond to a complex and changing health and social care landscape, this integrated approach will play a more important part than ever in making sure people are getting the support they deserve."



Prun Bijral is our Medical Director. He explains our ambitions for the future and how accessible, high quality clinical care will continue to be at the core of our work:

"Fundamentally, I see our role as ensuring that health and care are readily available to everyone, that it's of the highest possible quality, that it's accessible to all, and that it responds to individual needs.

As we've emerged from the pandemic, we've been re-establishing very basic parts of our clinical care, like seeing people face to face. These seem like simple adjustments, but for more than 30,000 people on medication assisted treatment this has meant a shift in how they have got used to interacting with services.

One of our ambitions is to provide same day treatment for everyone who uses one of our drug and alcohol services. We currently do same day prescribing for up to 25% of people, but we want to expand that even further. We recognise that it's a brave thing for people to seek out support, and if we don't take the opportunity to recognise that then the opportunity might not come around again.

We're very fortunate to have a consultant-led approach that is distinct within the sector. We're able to draw on the expertise of our clinicians and consultants up and down the country when it comes down to all aspects of clinical care, from prescribing medication to psychiatric support. We developed this approach not just because of all the expertise they can bring, but so that we were prepared to adapt and develop to any changes the future might bring.

Of course, none of this would matter if it wasn't all in aid of supporting the people who use our services. We're beginning to think about healthcare not just as a service we deliver, but as a human right. In this country healthcare is a right that everyone should have access to, but that access isn't the same for everyone.

I'm very privileged to meet people on the frontline as part of my weekly clinical work, and I see first-hand the challenges that people are facing. We can advocate and fight for the things those people need, and at the very least we can make sure they are able to access reliable, good quality clinical treatment."

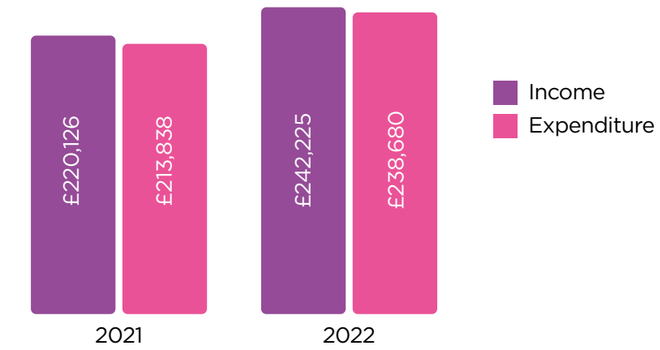


Our values:

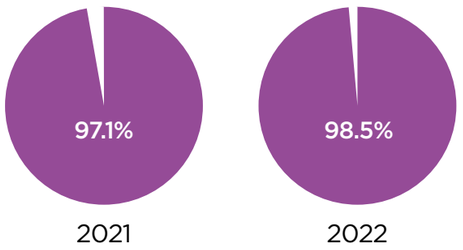
Be open, be compassionate, be bold.

A year in review

Here is a snapshot of our year in numbers, from our income and expenditure to the direct impact our teams have made on services across the country and the people who use them.



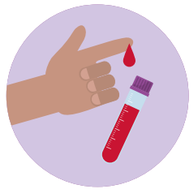
Income utilised on charitable activities:



91%
of our expenditure was on frontline staff.

70%
of our income was spent on our people.

£910k
was invested in training our people.



25,235
hepatitis tests completed - supporting NHS plans to eliminate hep C by 2030.



1620
people began hep C treatment as part of a package of healthcare offered in our services.



247, 466
hours were donated by volunteers.

Read more about how we're tackling hepatitis on page 21



95%
of young people said the therapy they took part in at our West Sussex service had improved their lives.

Read more about counselling, art and play therapy on page 39



498
volunteers and service users undertook accredited learning with us.



160
people were supported into detox as part of our West Midlands Detox Framework.



87%
of people who went through detox were still abstinent at their check-ins

Read more about our life-changing approach to detox on page 17



156
volunteers gained paid employment with us.

Read more about our volunteers and how they're helping others on page 30

A life-changing, life-saving approach to detox

Detox services can play an important and life-changing part in people's drug or alcohol treatment journey. At the start of 2022, Change Grow Live launched a new, collaborative approach to residential detox in the West Midlands.

The West Midlands Framework brings together substance treatment providers and inpatient detox units from across the region, with Change Grow Live acting as lead provider. These organisations are now working in partnership with each other to make detox services more accessible, and to empower people to make informed decisions about their own recovery.

Giving people ownership over their detox journey

Using this new framework, people who are receiving support are now able to work with staff from their community provider to access Change Grow Live's online portal, view their options for residential detox, and choose where they would like to go in order of preference.

This approach makes sure that people are at the heart of decisions made about their recovery and achieve the outcomes that are right for them, whether that is abstinence or stabilising their substance use so that they can engage with treatment in the community.

This partnership approach began with 10 organisations based across 14 local authorities. It has since expanded as we welcomed three more organisations offering inpatient detox.

Change Grow Live is now the lead provider of a consortium which also includes:

Turning Point UK
Bosence Farm
Framework Housing Association
Oasis Recovery
The Kaleidoscope Project
The Westminster Drug Project
Phoenix Futures
BAC O'Connor
Delphi Medical
Edward Myers
Adferiad
The Acer Unit



Julie

Julie is Project Manager of the West Midlands Detox Framework. As a leading part of this major new project, she supports people to take ownership of their recovery and make positive choices about their own journey.

My relationships are improving, and I'm working again. I've also moved back in with my partner. I wouldn't be here now if I hadn't had this detox.

By working together, these providers can improve people's experience of detox, reduce waiting times for inpatient units, and ensure that more people than ever get the support they need.

Since it launched, the West Midlands Framework has worked through 340 referrals, significantly more than its target of 250. 160 people were supported into inpatient detox and 87% of people were still abstinent at their check-ins.

One person who has been through a detox with the framework shared their experience with us:

"I struggled the first couple of days and was really craving a drink. At day three the cravings started to reduce, and I started to feel better in myself. I enjoyed the sessions at the unit, in particular my one-to-one sessions with my counsellor. I made friends with a couple of people there. I didn't want to leave on my last day!

"Since I've been back home things are great. My relationships are improving, and I'm working again. I've also moved back in with my partner. I wouldn't be here now if I hadn't had this detox."

Bringing providers together to change lives

Collaboration and partnership working have played a central role in establishing the West Midlands Framework. Providers have worked together to share their knowledge and expertise, provide feedback, and support people through their referral into detox.

Staff from the inpatient units have attended drop-in surgeries with community providers to help people better understand detox and answer any questions they might have.

This partnership approach has strengthened relationships and improved communication across the region. By bringing providers together as part of a joined-up system of care, we can increase awareness and access for inpatient detox and empower people to make the decisions that are right for them.

In her independent review of drugs, Dame Carol Black highlighted the need for more inpatient placements as an option in people's treatment journeys. The West Midlands Framework provides a model of collaborative working that can be scaled up and replicated across other locations to address this need.

"The introduction of the West Midlands Framework has demonstrated that a collaborative approach works. Providers from across the sector can work together to improve outcomes for people.

"I have loved being a part of a team that is removing barriers to support and challenging perceptions around who is appropriate for treatment. I've been truly moved by the stories and feedback I've heard on the difference this experience has made to people's lives. Some of them have described it as life-changing, and even life-saving."

Lisa Buckley is the West Midlands Framework Manager

340
referrals (significantly more than the target of 250).

160
people were supported into inpatient detox.

87%
of people who went through detox were still abstinent at their check-ins.

Working together to tackle hepatitis C

Hepatitis disproportionately affects people receiving support from drug treatment services, and people often face barriers to getting the testing and treatment they need. We are fully committed to supporting the NHS's goal of eliminating hepatitis C as a major health concern in England. Overcoming these barriers is an important part of helping us to address every part of a person's health and wellbeing throughout their recovery.

Collaboration and partnership working play a crucial part in helping us to tackle hepatitis C. By sharing our knowledge and expertise with other organisations, we can work towards the common goal of hepatitis elimination and respond to Dame Carol Black's independent review of drugs, which called for a more joined up approach to substance misuse treatment.

Achieving micro-elimination milestones in Change Grow Live services

One of the most important hepatitis milestones for our services is micro-elimination. Between 1st April 2021 and 31st March 2022, four services provided by Change Grow Live achieved these targets and successfully micro-eliminated hepatitis C, including two services that became the first of their kind to reach this milestone.

When we say a service has micro-eliminated hepatitis C, that means it has reached these NHS targets:

- **100% of people using the service with a history of injecting have been offered a hepatitis C test.**
- **100% of people using the service with a history of injecting have been tested.**
- **90% of people with a history of injecting and identified as being at risk since their last test have been tested within the last 12 months.**
- **75% of people diagnosed with hepatitis C have started treatment.**

Among the services to achieve micro-elimination was Reading Drug and Alcohol Service, who became the first substance misuse service of its size nationally to reach this milestone. They were soon joined by West Kent Drug and Alcohol Wellbeing Service, who were the first multi-hub service from all providers in England to micro-eliminate hepatitis C.

For most of these services, their achievements were aided by the support and collaboration of our partner organisations, including the Hepatitis C Trust and local NHS trusts.

"There are so many elements to this journey, from regular meetings with our colleagues in Gilead, the Hep C Trust and King's College Hospital, to the support of all our management team, nurses, doctors, administrators, keyworkers, volunteers.

"I remember one of the nursing team saying to me over a year ago *'I want to be able to say that during my career I played a huge part in the eradication of hepatitis C, how brilliant would that be?'"*

Jo Brown is Lead Nurse at West Kent Drug and Alcohol Wellbeing Service.

Extending our partnership with Gilead Sciences

Some of our most significant successes in tackling hepatitis C have been made possible thanks to our partnership with Gilead Sciences.

In 2022 we extended this partnership for a further two years, to support our hepatitis elimination goals until March 2024.

We are immensely proud of the efforts from all those who we work with. By working in partnership with each other, we have developed new pathways and strategies that have had a huge impact on efforts to eliminate hepatitis C.

"The additional 2 years funding demonstrates the unwavering commitment to the effort made so far to eliminate hepatitis C.

"Change Grow Live have developed a strong partnership with our partners at Gilead Sciences, one that will continue to go from strength to strength as we work towards the goal of eliminating the hepatitis C virus."

Prun Bijral is the Medical Director of Change Grow Live.

Over the last year, this spirit of collaboration has helped our services to reach a number of major achievements:



25,235
hepatitis tests completed.



138%
more tests than the previous year.



1620
people began treatment.

It's really powerful to see all these different providers aiming for the same endpoint. That's been the golden thread: that we're all in this together.



Jordan

Jordan started out as a volunteer with Spectrum in Hertfordshire. He went on to become an apprentice Recovery Worker, and is about to begin a paid role supporting people with their recoveries.

Bess

As a Healthcare Assistant in Coventry, Bess focuses on treating hepatitis and other blood borne viruses. Recently she was part of a talk at the British Society of Gastroenterologists about our work during the pandemic.

An innovative new approach to testing and treatment

In 2021, Change Grow Live became the lead provider of a new partnership approach to hepatitis treatment in North Yorkshire and the Humber.

For the first time, drug treatment providers from across the region came together to share their expertise and deliver support directly to the people that need it.

This is the first treatment pathway of its kind in England, and was developed and initiated by NHS England, in collaboration with Humber and North Yorkshire Operational Delivery Network and the drug treatment sector. People receiving support from these providers will now receive treatment directly from staff employed at their substance misuse service.

As the lead provider, Change Grow Live will be sharing our expertise in this area, including our blood-borne virus toolkit, treatment pathways, and specialist teams and workers.

Traditionally, substance misuse services have carried out testing for hepatitis, but treatment was required to be carried out by a clinical team member from the NHS or Hepatitis C Trust. Now, providers will be working in partnership with each other, the NHS and Hepatitis C trust so that staff at their services can provide treatment as part of an ongoing package of care.

Our Hull Renew service will act as the central hub for this new model, which also brings together Changing Lives and Humankind. We are looking forward to welcoming more providers into this model in the near future.

“It’s really powerful to see all these different providers aiming for the same endpoint: to eliminate hepatitis C as a threat to public health. That’s been the golden thread: that we’re all in this together to treat people.

“We have a real opportunity here to pave the way for new ways of working and engaging with people. I’d like to think that other providers and healthcare professionals will look at the model we’ve put in place and see an opportunity to think differently about hepatitis C treatment.”

Tracey Kemp is National Hepatitis C Strategy Lead.

As the first people begin treatment through this new model, we will be using our learnings to recreate this approach in other parts of the country. By prioritising partnership working and sharing expertise and resources across the sector, we can support as many people as possible to be cured of hepatitis C.

Life beyond treatment – supporting people with their ongoing journey

We understand that for the people we support, our services are just one part of an ongoing journey of recovery. That journey encompasses everything from their very first decision to seek help, to any guidance and advice they may need in the future to support their new direction.

That's why our services are set up to support people with their life beyond treatment. As well as the structured treatment people receive from Change Grow Live, we can provide signposting to other specialist services for any extra support people need along the way. We also help them to access mutual aid groups such as Alcoholics and Narcotics Anonymous, to support them with their recovery once they have moved on from their time with our services.

Our Wirral Ways to Recovery service is one of several local organisations that have formed a 'recovery village' to support people beyond their initial treatment. Service Manager Andrew Cass explains how this innovative approach works:

We want to view recovery in a much broader way than just the structured group work that we run at our service. Through our 'recovery village' approach, we have a number of ways we support people once they've reached the end of their treatment with us.

We can direct people to the arts organisation Spider, where they're encouraged to explore activities such as theatre, writing, drawing – all with the aim of having a creative outlet to focus on to aid their recovery.

We've also set up the Nightingales café, which is a community hub run by volunteers and people who have come through treatment themselves. The café is open to anyone in the community, not just people who've been supported by Change Grow Live.



Tranmere Rovers coaching staff present an award to a Wirral Ways service user at Nightingales Cafe.

Photo credit: © Birkenhead News, August 2022

The café is the home of our Discovery Academy, where people can access various groups for support with things like education, training and employment, housing support and general advice and guidance with their recovery. It's also a space for them to link in with mutual aid groups to support their longer-term goals, and of course it's somewhere for them to meet up and stay in touch over a meal.

We're preparing to open a new Nightingales café closer to one of our other treatment hubs, and then hopefully a third in the future. We want them to be accessible to everyone, so that wherever you are in the Wirral you're never far from that kind of supportive environment. It's part of the whole recovery village ethos and our 'no wrong door' approach – whichever health or social care service you access, they will make sure you get the support that is right for you.

"It's part of the recovery village ethos and our 'no wrong door' approach... they will make sure you get the support that is right for you.

Adelaide

Adelaide works at our Southwark service as a Building Recovery in Communities Coordinator. She has worked in her field for over 20 years and supports people to build on their recovery and reconnect with their community.

Changing lives through volunteering

As we respond to the challenges of a complex health and social care landscape, our volunteers will continue to play a vital role.

The importance of our volunteers to the work that we do cannot be overstated; from peer mentors using their lived experience of recovery to inspire others, to Independent Visitors providing a positive adult role model to young people in foster care.

Over the last year, 1,453 volunteers donated nearly a quarter of a million hours to Change Grow Live.



247, 466
hours were donated by volunteers.

1,061
people joined us in voluntary roles.

156
volunteers gained paid employment with us.

It is important to us that the experience of volunteering is rewarding and inspiring. We want to be sure that it reflects the enormous contribution made by our volunteers, but also that it supports people to grow as individuals.

Investing in our volunteers

In December 2021 we were extremely proud to be awarded the Investing in Volunteers standard. Investing in Volunteers is the quality standard for all UK organisations that rely on the hard work and dedication of volunteers. This is the first time that we have held a quality mark at a national level for our volunteering offer.

Achieving the Investing in Volunteers Standards is a recognition of the strength of our volunteering offer, and how we are creating an environment that empowers volunteers to change people's lives.

To achieve this, volunteers and staff from across our services took part in an assessment and survey that looked at how we support, train and develop our volunteers.

Here are some of the things our volunteers had to say:

“Volunteering has brought me on in my life and growth so much. I can’t thank everyone enough. The growth we’ve been given and the support to go for employment within Change Grow Live has been amazing.”

“They look for things that will suit you. You are not just asked to do things - they put you in places where you will thrive.”

For our volunteers, this achievement is recognition that they are an essential part of how we work, and that the time they donate to us is valuable. Our volunteers can be proud of everything they have contributed to our organisation, and of the lives they have helped to change through their voluntary work with us.

Providing opportunities for learning and development

In her independent review of drugs, Dame Carol Black highlighted the importance of providing volunteers and peer supporters with the appropriate level of training and support.

Making sure that our volunteers have access to high quality training and learning opportunities is a major part of their overall volunteering experience. It ensures that the people who volunteer with us have the framework in place to grow in their roles. This helps them to better support others, as well as to pursue their own personal and professional journeys.

We are a centre with the Skills and Education Group. Our learning offer for volunteers ranges from packages accredited through the Quality License Scheme all the way through to formal qualifications.

Volunteers are able to learn new skills, which opens doors for their future. For volunteers with lived experience of substance misuse, this professional growth can play a significant part in their own recovery and the recoveries of the people they support.

“Volunteers break down barriers to show service users that there are people out there who are willing to help. People who use our services can see that our volunteers are well trained, recruited and supported; that the volunteers they are interacting with will treat them with dignity, care and respect. Many of them see that volunteering is a potential next step in their own personal journey.”

Chris Benfield is Head of Volunteering and Accredited Learning

Over the last year:

498

volunteers and service users undertook accredited learning with us.

81

81 volunteers achieved a qualification during their time with us.



Daniel

Daniel volunteers as a Recovery Worker. “My accredited training course took me out of my comfort zone and challenged me. I would like to better my understanding by going on further courses.”



Harry

Harry is a Service User Representative. “Volunteering changed my life more than I could have imagined. It’s given me my life back. Get involved, you’ll get so much from helping others and see the world in a different way.”



Tracey

“Becoming a volunteer has given me so much. It has helped regain my confidence and sustain my recovery. To give back to Change Grow Live gives me a sense of worth and makes me proud of the person I am today.”



I was starting to feel I had a purpose – John's story

John explains how his volunteering and learning opportunities helped him with his own recovery journey.

"My journey with Change Grow Live began in February 2021. One of my peers in rehab and recovery housing brought Change Grow Live's volunteer programme to my attention.

Seeing how confident and positive he was about his future, I decided to apply as a volunteer. My first experience was initially overwhelming; but for the right reasons! **The warm welcome and affirmation I received from the staff for my recovery journey up to that stage instilled confidence in me that I was meant for more.** I began attending training modules through Zoom due to the pandemic, but I found this did not hinder my learning. The peer-led trainers delivered several modules, including Stress and Stress Management, Building Positive Family Relationships and Managing Challenging Behaviours, to name a few.

With the content of the training, it ignited a passion in me that I had not felt before. My interest was piqued and I wanted more. The modules were both interesting and informative and I found myself enjoying the educational platform that Inspire offered. I began building in confidence and using my own experiences to relate to the subject matter. **The tools I had already gained in recovery were being strengthened and I was starting to feel like I had purpose.** Recovery isn't easy by any means, but I found that I was integrating into a culture that provides a positive platform for self-belief.

I was soon helping to run peer-led training myself, as well as attending naloxone and harm reduction training. I gained a new role as a Service User Representative, where I began to find my niche. By using the training I had received and delivered, I began interacting with people using the service on a relatable level and fed back their concerns and successes to senior staff at the service and at regional meetings.

In January 2022 I became a Sessional Recovery Coordinator with Inspire and had the opportunity of overseeing two caseloads of people accessing support for opiate use. As it stands, I am a full time, permanent paid member of staff responsible for my own caseloads.

I would recommend Change Grow Live's volunteer training programme to anybody. It's a time of my life I look back and think fondly about and how far I have come. I believed I could do it, so can you!"

I’m starting to be who I want to be – Debbie’s story

Debbie was inspired by John to undertake her own training with Change Grow Live. She explains how it helped her to build her confidence and overcome her fears.

“My experience of working with Change Grow Live goes back to September 2019 when I come through as a service user asking for help with my addiction. Through sessions and working one-to-one with my key worker, I was able to gain confidence to sit in a group setting, something I thought I would never be able to do.

With their help I overcame my fears and I was getting through the first stage of my recovery. After leaving rehab I needed something to do to keep me busy and safe. One of my friends recommended Inspire, and my journey began. I started doing a number of courses: Peer Mentoring, Behaviour in Conflict, Understanding Stress and Stress Management. I got involved with leading courses myself, meeting new people, and giving people help and advice on recovery and what is available to them during their treatment.

I was feeling good with myself and my achievements, but I found it hard to speak when facilitating sessions. I was about to give up, but I had the opportunity to try something different. **I got involved with representing service user voices and rebuilt my confidence. Now, I’m training new volunteers to become Service User Representatives.** I got involved with other areas, including shadowing Key Workers and watching what other teams in the hub do. I have helped run group sessions, I’ve assessed new clients coming into the service, carried out drug testing and screenings for blood borne viruses. I’ve even gone out into the community and to other organisations to teach them about naloxone and train them to use it in an emergency.

My confidence is growing, and I am starting to have more faith in myself to get out there and be who I want to be. After all my hard work as a volunteer, I was given the fantastic opportunity to take on a position with the very service I came through for my treatment. I’m now employed as an Outreach and Harm Reduction Worker, giving the same advice I was given when I needed it the most.”





Millie

Millie supports rough sleepers in Brighton in her role as a Reconnections Outreach Worker. She helps people with no local connections to find accommodation, and supports them with their health and mental wellbeing.

SPOTLIGHT ON SUSSEX:

How our services are helping to build more resilient communities

We asked staff from our services across Sussex to share their experiences of supporting and working with their local communities.

The stories they shared with us highlight the wide range of health and social care challenges they address every day, and the ways they go above and beyond to meet the needs of the people they support.

Here are their stories:
The **Brighton and Hove Street Outreach Service** support homeless people by helping them move away from the streets and access services that can offer long-term support. Their Service Manager, Sarah Mitchell, explains their wide-ranging work:

"People who are sleeping rough often have complex support needs that other services can't manage, so they end up falling between the cracks. But for us, turning away a rough sleeper would do nothing to resolve their rough sleeping. We work with everyone, no matter their background or the circumstances that lead them to rough sleep.

We do outreach shifts daily from Monday to Saturday, and even on Sundays during the winter. We comb the city looking for anyone sleeping rough who hasn't been referred to us.

There is almost no limit to what our work entails so long as it aids people to be housed. We support our clients to get ID, help resolve their immigration status, and get them any help they need with their physical or mental health or any learning difficulties, to name a few.

We often take on additional projects to help rough sleepers, including helping the local council with their measures for extreme weather conditions. Last winter we took over running a hotel to house rough sleepers as part of the government's Protect and Vaccinate scheme. We housed 44 long-term rough sleepers at once, and 76 overall. This is the longest some of these people have remained accommodated for a long time.

If someone sleeping rough is not local, our reconnection team will support them to where there is funding, or where is best for them. This year we even helped clients to reconnect to their family homes as far as Romania and Turkey.

One of these reconnection stories involved a Polish national who had pre-settled status but no access to benefits, who wanted to reconnect with his family in Poland. We arranged an agreement with the council that he could continue to stay in emergency accommodation while we contacted his family to make sure he would have a suitable place to stay in Poland. Eventually, two members of the team flew with him to Poland to reconnect him with his mother and brother.

Every success story like this one increases the range of tools at our disposal. We aren't afraid to try new and creative ideas to resolve someone's rough sleeping."

The **West Sussex Children and Young Persons Therapeutic Service** works with children and young people affected by an adult's substance use. Anja Rijavec is Young Persons and Families Service Lead; she explores the benefits of their art therapy and counselling sessions:

"We're currently the only service of this kind in Change Grow Live. The aim of our therapy and counselling is to increase resilience and equip children and young people to build healthy interactions and relationships with family members, and within their schools and communities.

Every child or young person we support is offered up to 12 weekly sessions of therapy. We work closely with parents, carers, schools, and other professionals to offer the best possible support to each person we work with.

We have now worked in over 157 schools across the county, and expanded our original team of therapists. Thanks to this, we've seen an increase in referrals, and have been able to support more children and young people.

Over the last year, 120 children engaged in therapy sessions with us. 95% of the people who took part said that they had felt the therapy had improved areas including feeling good about themselves, getting on with their families and friends, and being able to cope when things go wrong.

We've had some excellent feedback from schools, from parents and carers, and most importantly from the children and young people we support."

One of the young people we work with told us:

"I'm feeling better lately and haven't had a long down period. It's been nice to get everything I'm thinking and feeling out rather than bottling it up. I feel lighter and less heavy. That comes from the talking and getting the littlest things off my chest. This allows me to have more of the happier days. It's also



Anja

Anja has recently begun a new role as Young Person and Families Service Lead. She is also a qualified social worker who uses her knowledge and expertise to promote the wellbeing of young people and their families.

helped me understand my dad's drinking better and to know it's not my fault.

"I liked the fact that I was not pressured to say anything. So everything I said meant something. I liked that you let me draw at the same time as talking. It made it easier for me to talk."

Growing Families offers support to pregnant people, people with a pregnant partner and parents with children under the age of 12 months, to address their alcohol use and the potential for family conflict. Katherine Wadbrook, the Services Manager for West Sussex, tells us more about their unique approach:

"We do our best to make the service and support as convenient and flexible as possible; we bring the interventions to the people who want support, and we are led by what is right for them. Working across Change Grow Live's adult and young person's services in West Sussex, and alongside the therapeutic team helps us to provide a 'whole family' approach.

Working with smaller caseloads means we can aim to have the same worker supporting someone right through from referral to delivering support. We are able to meet our families and expectant parents in their homes, or places where they feel comfortable. As we work with people who have children under the age of 12 months, this means we can remain involved after the baby is born.

We've built lots of local partnerships, including with midwifery, health visitors, and statutory services. Being open to communicating with professionals in the local area, we can help them to have conversations around alcohol use and pregnancy.

Over the last year we have completed interventions with 37 people. At the end of our time working with them, the average daily number of units consumed and average number of days drinking alcohol declined, including for those who were pregnant.

We received a lot of very positive feedback in terms of reducing alcohol use or abstaining completely, and about how the service has helped to improve family relationships.

People told us:

"I've found it useful having weekly objectives and sessions around topics that I needed support on, like coping strategies, boundaries, healthy relationships, and how to continue not using drugs."

"I have been able to use these tools in my day-to-day life to continue with being abstinent...and to say no to alcohol."



Jasmine

Jasmine is a Children and Young Person's Therapist in West Sussex. She works with children and young people whose parents or carers use substances by offering counselling, and art and play therapy.

At the Brighton and Hove Street Outreach Service this year:

721

rough sleepers were identified.

195

people were moved into *No Second Night Out* accommodation.

36

rough sleepers were reconnected with their local area.



At the **West Sussex Children's and Young People's Therapeutic Service**, children and young people affected by an adult's substance use engage in counselling, play therapy and art therapy.

157

schools across the country partnered with us.

120

children engaged in therapy with us.

95%

of the people who took part said they felt the therapy had improved their lives.

I never felt judged by you.

Service user, Growing Families - West Sussex



Rebecca

Rebecca joined the Therapeutic Service in 2022. As a Children and Young Person's Therapist, she helps young people explore their thoughts, feelings and experiences through arts and play therapy.



Ngqabutho

As the non-medical prescriber for the ADDER team, Ngqabutho assesses and prescribes people's opiate substitute medication. He runs clinics at partner agencies to give people more choice over how they access their treatment.



Rob

Rob is a Registered Nurse working with high risk, hard to reach people who use drugs. As part of Project ADDER, Rob supports the team in its aim to reduce drug related deaths by working with the local community and partners.



Kelly

Kelly helps people explore new opportunities as the Education, Training and Employment lead. She has been instrumental in forming partnerships with a local college so that people can access courses and gain new skills.

Our **East Sussex STAR Drug and Alcohol Recovery Service** is a part of Project ADDER. Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) is a government led programme to support people using opiates and crack cocaine and reduce drug related deaths. STAR Services Manager Thea Hendrick explains how it works:

"We want to try to erase any potential barriers to treatment. Our service works with a range of other ADDER partners to provide people with bespoke support that will help them gain stability and structure. The people we work with might otherwise struggle to navigate traditional treatment pathways, so we structure the support to meet their needs. This can mean helping them with day-to-day assistance, making sure they can get to pharmacies to collect their medication, meeting with people in a place they feel safe and secure, and working in a flexible way.

We also work in partnership with the local police to promote targeted treatment instead of prosecution for people using drugs. Some of our vulnerable service users are at risk of 'cuckooing', where drug dealers take over their home and use it for criminal purposes. People who have been cuckooed are victims of exploitation, so we work with the police and do joint follow up visits to make sure they're getting the support they need.

One of our major achievements over the last year was launching a women's hub in Hastings called New Hope. At this hub we run a range of group activities led by staff and volunteers, including arts and crafts, breakfast clubs, acupuncture and hair and nail treatments, as well as drop-in sessions for help with things like accommodation and sexual health screenings. People can come for as long or as short a time as they want, and they can take part in whichever activities they choose to.

The aim of the hub is to help people to interact and socialise in a way that felt accessible and wouldn't be stigmatising. We've received very positive feedback about the hub, and by January 2022 we were already putting plans in place to open another hub in Eastbourne.

One of the people we supported during this time told us:

"With ADDER working alongside me during my recovery I managed to achieve so much more in the time frame than I had hoped"

Over the next few years, we will be continuing to expand the way we work with people. Austerity, the pandemic and the cost-of-living crisis will all have an impact on the people we support, and will mean more people will struggle to navigate traditional treatment. We will need to make sure that people have the additional layers of support they need."

Safe Space are a Brighton based service offering support to anyone who has become intoxicated, distressed or injured during their night out. Vicki McFarlane is the Project Manager:

Safe Space is a very unique service with the aim of getting people home safely. We're a very small team providing emotional and practical support to the community on Friday and Saturday nights between 11:30pm and 4am – usually people who are out pubbing or clubbing in Brighton.

Most of the people who come to Safe Space need help because they have become too intoxicated, and may be at risk of harm. They need a safe space to stay until we can help them get home safely. Sometimes, that could just be a place to have a drink of water and charge their phone, or it could be helping them if they're in trouble. People might have been injured or become distressed on their night out, so we have a medical team who will be able to assess and monitor them.

Since the service launched in November 2021, we have provided a safe space to 191 people who were either intoxicated, injured, or distressed on their night out in Brighton.

If we weren't there:

17% of those people would have needed help from the police.

18% would have needed to call an ambulance.

21% would have needed to attend A&E.

We work with other organisations involved with the night-time economy in Brighton and Hove, including the police licensing team, the local authority, ambulance services, local hospitals. This means we're able to signpost people to other services they might need, like drug and alcohol or sexual health support.

Unlike most other services, we rarely come across people more than once. Some people don't give us any information at all, or will only give us false information – but we still make sure they get the support they need to get home safely!

The **East Sussex Domestic Abuse Service** support people of all genders who have experienced domestic abuse. Service Manager Debbie King explains how they act as a vital link for people to get the right support at the right time:

We've been supporting victims of domestic abuse for 22 years. We meet the needs of each person and their family, whether that's entering refuge accommodation or putting protections in place for them at home. During the pandemic, we set up online and telephone support lines, and worked with local pharmacies to create safe spaces where victims of abuse can discretely ask for help.

Over the last year, the service has been able to expand with several new roles. Our Community Development Worker develops and delivers training packages to other professionals, and is raising the profile of the service through our social media, website and resource library. They are joined by a Multiple Complex Needs Worker, who has built up a network of local services so that people experiencing domestic abuse can get support in a way that is accessible and sustainable for them.

We've also introduced a new Health Independent Domestic Violence Advisor role. They work across the NHS hospitals in the area, delivering training to staff about the indicators of abuse, and providing direct support to patients.

The courage that our service users show, in breaking away from abusive and often harrowing circumstances, is nothing more than remarkable. They are a true inspiration. I am incredibly proud of this service, and what is achieves every single day.



Summer

Summer is a Recovery Worker with the Project ADDER team. She works with the team and local partners to help people engage in treatment and recovery support.



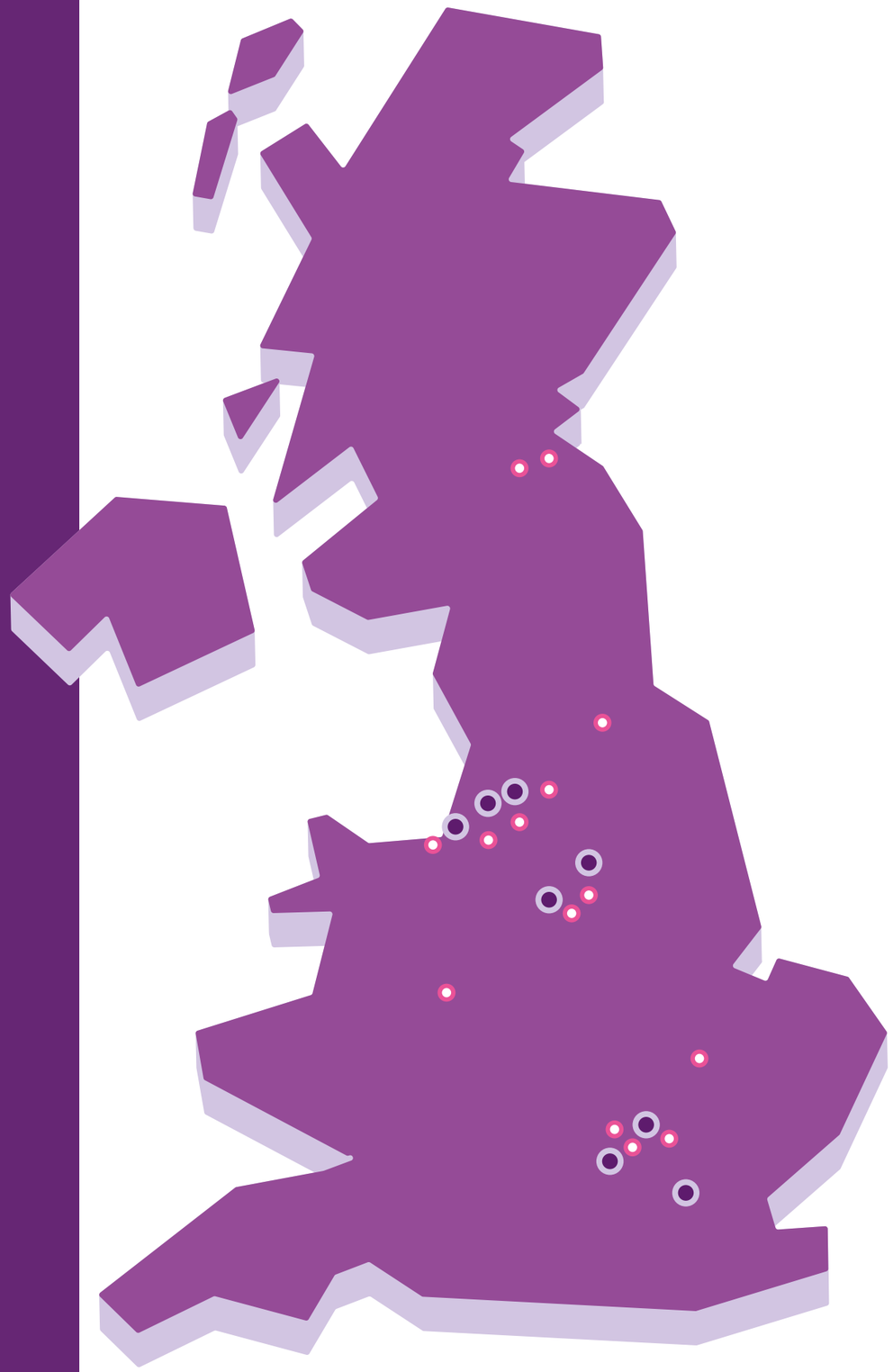
Fay

Through Project ADDER, Fay is part of a multi-agency approach to supporting the most vulnerable service users. She also works closely with the police to help stop people being exploited by criminal activity.



Hayley

Hayley is one of the original members of the ADDER team. She has been passionate about providing a safe and inspiring environment for women who use the service, and co-facilitates a very popular women's support hub.



Welcoming new services

We are delighted to have welcomed several new services and projects to Change Grow Live. Here are some of the new services we began to deliver during the year.

- **Croydon**
  Drug and Alcohol Service
  Advice and guidance about drugs and alcohol.
- **Derby**
  Young People's Mentoring Service
  Mentoring for young people through the Priority Families programme.
- **HMP Buckley Hall**
  Drug and Alcohol Recovery Service
  Advice and guidance around drugs and alcohol.
- **HMP Hindley**
  Drug and Alcohol Recovery Service
  Advice and guidance around drugs and alcohol.
- **Kent and Medway Prisons**
  Integrated Healthcare Service
  Support with drugs and alcohol across six HMPs.
- **Newham**
  Integrated Rough Sleeper Support Service
  Help for people who are rough sleeping or at risk of homelessness.
- **Nottingham**
  Independent Visitor Service
  Support for young people in foster or residential care.
- **Sefton**
  Drug and Alcohol Service
  Advice and guidance about drugs and alcohol.

We also received local leadership and integration funding from the Ministry of Justice to support people leaving prison in **London**, the **Midlands** and **Cheshire**.

We are also delighted to have retendered several existing services during the year;

Assertive Outreach, West Lothian
Advice and guidance around drugs and alcohol.

CHART Kirklees
Advice and guidance around drugs and alcohol.

Children's Advocacy, Nottinghamshire
Advocacy for young people in foster/residential care.

Drug and Alcohol Recovery Service, HMP Liverpool
Advice and guidance around drugs and alcohol.

Edinburgh and Midlothian Offender Recovery Service
Support with drugs and alcohol in the community and in prisons.

Independent Visitor Service, Black Country
Support for young people in foster or residential care.

Integrated Recovery Service, Halton
Advice and guidance around drugs and alcohol.

Integrated Recovery Service, St Helens
Advice and guidance around drugs and alcohol.

New Direction, Lewisham
Advice and guidance around drugs and alcohol.

Street Outreach Team, Cambridge
Help for people who are rough sleeping or at risk of homelessness.

Street Outreach Service, Leeds
Help for people who are rough sleeping or at risk of homelessness.

Street Outreach Service, Waltham Forest
Help for people who are rough sleeping or at risk of homelessness.

Wize Up, Havering
Drug and alcohol support for young people.

Young People's Mentoring Service, Derby
Advocacy and independent visiting for young people.

Financial review

Change Grow Live reports consolidated income of £242.2 million for 2021-2022 (2020- 2021: £220.1 million), an increase of 10.1%.

Consolidated Net Assets and Consolidated Total Funds amount to £43.0 million (March 2020-2021: £37.8 million), including cash balances, which increased to £54.1 million (2020-2021: £51.3 million). Maintaining a healthy balance sheet continues to form a primary objective of the financial management of the Charity.

Principal funding sources of the group are explained in note 1 to the financial statements.

Consolidated total resources expended, including direct costs and support costs, increased by 11.6% to £238.7 million (2020-2021: £213.8 million), representing 98.5% of contract income (2020-2021: 97.1%). Our cost base has changed in a number of areas as a result of the pandemic, and continues to reshape itself as we move on from the impact of Covid.

The consolidated operating surplus ('Net incoming resources before other recognised gains/losses') on the Statement of Financial Activities is £3.5 million (2020- 2021: £6.3 million) representing a 1.5% return on income (2020-2021: 2.9%).

The Trustees have reviewed the financial position and risk management policies together with factors likely to affect future development, including the challenging prevailing market conditions. The Trustees are of the opinion that this is an appropriate level of surplus and reserves generation, and the group has adequate resources to continue in operation for the foreseeable future.

Reserves policy

The group has accumulated total reserves of £43.0 million (March 2021: £37.8 million) of which £26.8 million (March 2021: £36.0 million) are Unrestricted as a result of generating annual surpluses on its activities, with £1.1 million (March 2021: £1.8 million) being Restricted funds. During the year the trustees have made a commitment to designate up to £15m of historic reserves to invest in enhancing our service delivery including digital innovation. Within the Unrestricted funds £8.5 million (March 2021: £7.7 million) is designated to represent the net book value of fixed assets, with the balance being Free Reserves £18.3 million which includes a pension deficit of £4.7 million (March 2021: £3.9 million). There are no other restrictions, commitments or fixed asset programmes affecting the reserves.

Reserves are also underpinned by liquid cash balances, which provide essential working capital funding for day-to-day operating costs, supporting the delivery of the Charity's objectives in an efficient and cost-effective way.

Consolidated Free reserves stand at £18.3 million (March 2021: £28.3 million) and are defined as total unrestricted reserves (£23.0 million) less designated reserves (£15 million) less unrestricted fixed assets (£8.5 million) and their related loans (£0.1 million). This level of Free reserves represents 7.1 weeks (2020-2021: 6.9 weeks) of total resources expended .

Whilst the level of Free Reserves is an indicator in the sector, in addition the level of Unrestricted Reserves requirement is reviewed periodically by the Audit and Finance Committee. They assess the level of Unrestricted Reserves required in the event of an orderly wind down, such that liabilities arising in this scenario can be settled and Trustee obligations satisfied.

This analysis, and the various detailed assumptions underpinning it, derive a cost of exit of some £15 million (March 2021: £15 million) which is defined as the Minimum Reserves Requirement. This compares to Free Reserves of £18.3 million at March 2022. The total reserves, which are also reflected within the overall cash balances, provide working capital funding in an efficient, cost effective way to meet the Charity's ongoing liabilities, as well as providing protection against unforeseen expenditure and capacity for costs incurred in furthering the objectives of the Charity.

In considering the level of reserves, the Audit and Finance Committee ensures that the level is appropriate for the continued ability of the Charity to meet its objectives in the current uncertain funding environment. This includes reviewing key factors alongside the budgeting and forecasting process including income and its volatility; expenditure and its flexibility; accessibility of reserves; and sensitivities and risk around the planning assumptions made. This is an organic process and recognises that both strategic and financial planning informs the review of the level of reserves and will change as the environment in which Change Grow Live operates.

The Trustees are therefore of the opinion that the level of reserves is acceptable and will also provide sufficient financial mitigation should Change Grow Live encounter adverse conditions in its market. On this basis, the Trustees also consider that Change Grow Live has adequate resources to continue the business for the foreseeable future.

Cash reserves

Change Grow Live maintains liquid cash balances in order to ensure that on-going cash flow requirements are met. Surplus funds, over and above that requirement, are invested in term deposits with A rated banks, with maturity periods considered acceptable in relation to the potential need for accessible funds. Change Grow Live's credit policy requires that the Charity should meet minimum credit rating requirements to ensure that, as far as possible, the organisation is covering its risk of any capital loss. Income from investments in the year represents interest earned on these cash deposits and reflects the continued low interest rates during the year. The investment returns that are available are exceeded by inflation. The Trustees remain satisfied this is a prudent policy that serves the cash flow requirements of the organisation but have asked senior management to continually assess alternative utilisation of cash reserves.

Going concern

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our trustees have concluded through the ongoing monitoring of financial performance and risk management that it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements .

Pensions

We participate in a number of pension schemes, partly driven by the schemes associated with the contracts that we operate. Where these schemes are structured as funded defined benefit schemes, regular actuarial valuations are undertaken, and appropriate financial recognition is made.

Currently, LGPS and SHPS scheme valuations show deficits of £3.0 million (2021: £3.8 million). These deficits are expected to be funded either by increased regular employer contributions, or by "payment plans", which require additional employer contributions over a period of time.

Provisions for these liabilities are made in the accounts of Change Grow Live, which reduce the reserves that are available for investment. The financial position of our pension schemes is taken into account in our planning and in contracting decisions made.



Our aspirations for 2022-23

Financial measures

Change Grow Live has set a budget for 2022-2023 that includes currently held service contracts and a small number of potential contracts. As a result of the introduction of Integrated Care Systems the procurement regime relating to contract awards has changed. We believe we are well placed to ensure continued success in bidding for and retaining contracts. Additional funding will come to Change Grow Live as a result of the new Government strategy, *From Harm to Hope*.

Service and organisational development

Following the Government's review *From Harm to Hope*, we are working with our commissioners to respond to the requirements and recommendations. As part of this response our Trustees have allocated £15m of historic reserves with a view to updating and refreshing our service delivery.

Quality and governance

We continue to refine and develop our Governance and Assurance activities, with the most recent formal review having been undertaken by The Good Governance Institute during October 2020.

Clinical

Our Clinical and Care plan for the next year will be to establish a solid foundation in the following 4 key areas: quality and safety, people, collaboration and digital technologies. Advancing these areas will support our organisational strategy and our ambition to deliver the highest attainable standard of health and care for the people who use our services. We aim to:

- significantly improve the quality, resilience and safety of treatment and care;
- develop a professional environment and workforce where staff and volunteers are proud to work;
- create, support, and grow strong partnerships for systemic improvements to total population health and care;
- discover how information technology and data can improve health and care, and realise the benefits for all.

Research

Following the formation of the new Research & Development function, we have renewed our relationships with external research partners and have embarked on a number of research projects where we believe we can add real value given our scale and volume of internally generated data. This research will help to shape our service delivery and will underpin discussions with our Service Users and Commissioners in determining our future. The activities of the Research & Development function is governed by a new Board Sub-Committee.

People

As we move into 2022-23 we have prepared the ground, through the unification of our people structures, to create a three year transformational plan that responds pragmatically to the immediate retention and recruitment challenges and opportunities as they are known, while taking the time to understand where we will make more significant investments in years two and three.

For our people functions this means re-shaping and re-balancing everything we currently do across Human Resources, Learning & Development, Equality Diversity & Inclusion, Volunteering and Leadership & Culture in a way that best serves our beneficiaries, and to become known as an inclusive employer of choice. We will prioritise and invest in new opportunities for our people of today, demonstrating our belief in them so they actively choose to stay with us and role model what is expected of our new joiners, as we redesign our infrastructure to attract and make room to fully welcome new people to develop and grow with us in their newly chosen career.

Digital innovation

As part of our service redesign work, parallel and interlinked digital vision mapping is being undertaken across the business to ensure the creation of an aligned and ambitious digital strategy that focuses on providing digital interventions to compliment and transform our current models to support both staff and service users.

Service user involvement

We will continue to place the people who use and need our services at the heart of all we do by championing and embedding the three themes known to underpin positive service user experience within decision making: Flexibility and Choice, Contact and Communication and Trust and Respect.

This will include the co-production and implementation of a national Service User Involvement Toolkit to increase the capability and confidence of all our staff and volunteers in capturing the diversity of service user voice to inform decision making that enables the best treatment and care tailored to individual need.

Principal risks and uncertainties

Over the last 18 months, Change Grow Live has been through a journey of re-conceptualising risk across the organisation. At all levels we have been embracing, re-imagining and changing the way we talk about risk. As part of this work, we have been embedding risk within our organisational culture and anchoring the concept of risk and opportunity into strategic objectives and organisational plans.

We are proactively reviewing the design of our services and delivering on a comprehensive people plan to enable us to rise to the challenges and opportunities brought about by the Dame Carol Black review and the subsequent enhanced Office for Health Improvement and Disparities (OHID) funding. As one of the largest providers of services of this type we are looking at how we can also positively contribute to the sector as a whole, developing a flexible and skilled workforce and seeking out opportunities to contribute or lead on innovative research.

This is a time of strategic innovation and change within Change Grow Live, however whilst we look to the challenges of the future we recognise the commitment and responsibility that we have to our beneficiaries; so continuing to provide high quality, effective services whilst keeping our workforce of staff and volunteers as well as our data safe, remains a fundamental priority for us. For this reason we are investing in and improving our infrastructures; improving our technological capability, reviewing our governance and assurance frameworks, developing our internal change capability and investing in our people through a variety of staff engagement, wellbeing, communication and learning and development activities.



Objective and risks	Risks, mitigations and controls
To deliver treatment and care that is safe, resilient and of high-quality. Safeguarding the most vulnerable, and helping people enjoy long, healthy and happy lives	**Risks:** non-compliance with legislative and regulatory standards; inconsistency across CGL services; recruitment and retention of an appropriately experienced and skilled workforce; ability to become a learning organisation
	Mitigations and controls: review and refresh of our current governance, assurance and continual improvement arrangements; development of a comprehensive people plan with a focus on recruitment, professional development and retention; review of service design model to improve consistency and efficacy
To support people within communities to change their lives by retaining, training and recruiting diverse talent to benefit the whole sector	**Risks:** inability to recruit and retain diverse, talented workforce due to diminishing talent pool and competition across the sector
	Mitigations and controls: comprehensive people plan, leadership development programme, appropriate use of OHID funding and service redesign project
To communicate effectively to better serve communities and improve staff engagement, whilst protecting organisational reputation by being prepared and agile in our response to crisis	**Risks:** failure to engage or communicate with our people leading to poor levels of engagement, failure to manage media or reputation; breakdown in external relations; failure to attract and retain workforce; limited influence with external decision-makers/policy makers
	Mitigations and controls: public affairs strategy, internal communication and engagement plan, collective voice, crisis management processes, people plan
To effectively safeguard our data and information	**Risks:** service user and workforce safety, reduced potential for interoperability of systems (ICS), cyber-attack, loss of contract, financial penalty, reputational damage
	Mitigations and controls: cyber security and penetration testing, IT security systems and processes, external scrutiny (BSI), business continuity plans, relationship management with ICO, Digital and IT strategy, people plan, workforce training and development
To provide a safe working environment	**Risks:** increased incidents: accidents, aggression; Litigation; Sickness; Enforcement action; Reputational damage; Unable to deliver services; Avoidable harm to people who use our services
	Mitigations and controls: health and safety training, incl managing challenging behaviour, compliance with IPC guidance in services, internal policy, procedure, guidance and audit, health and safety risk assessments, health and safety on local service meeting agenda.
To ensure credible financial health to: • **demonstrate effective and ethical use of public funds** • **anticipate and respond to sector financial drivers** • **effectively manage financial reserves**	**Risks:** reputation damaged through excess reserves, OHID funding restricted in the short or long term, missed opportunity for innovation and growth, unable to respond to the need of people in local communities
	Mitigations and controls: financial controls and oversight of tendering, contractual due diligence framework, OHID guidance to support commissioner engagement, innovation fund, budgeting and financial processes and systems, external audit, assurance framework, management reporting

Structure, governance and accountability

Constitution

Change Grow Live is a company limited by guarantee and governed by a Memorandum and Articles of Association that determine its legal framework. Change Grow Live has a Code of Governance that identifies the values and expectations that control the conduct of its affairs.

The financial statements consolidate the results of the Charity and its subsidiary companies including Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 17).

Charity's objects

The Charity's Objects are detailed in the Memorandum of Association and are:

- to relieve sickness and to advance the education and training in particular of all persons (and members of their families) who:

  — have committed, or are likely to commit, a criminal act or acts; or

  — have been, or are, or are in danger of becoming substance misusers; or

  — have been, or are, or are in danger of becoming addicted to or dependent upon drugs of any description including without limitation on the generality of the foregoing illegal drugs, alcohol, solvents or other addictive substances; or

  — have been, or are, or are likely to become victims of domestic abuse; or

  — have been, or are, or are likely to become homeless; or suffer mental ill health; or

  — have suffered a legal restriction on their liberty in any penal or correctional establishment;

- to promote for the public benefit the prevention of criminal acts and of drug abuse and substance misuse and of homelessness;

- to promote for the public benefit the protection of people and property from criminal acts and the effects of drug abuse and substance misuse;

- to relieve poverty in particular, but not exclusively, through the provision of housing;

- to advance the education of the public by promoting study and research into homelessness and all aspects of and methods of crime prevention and delinquency and the prevention of drug abuse and substance misuse and to disseminate the useful results of such research;

- the promotion of charitable purposes within the other countries within Europe, for the advancement of education, the protection of health, the relief of poverty, sickness and distress and to reduce substance related harm to the individual and the wider community;

- to undertake such other activities as are charitable.

Charity governance code

Following a formal review of our Governance activities by The Good Governance Institute in October 2020 we have continued to refine and develop our systems, processes and ways of working. The Board of Trustees is confident that Change Grow Live follows the principles of the Charity Governance Code.

Board of trustees (Directors)

Duties and responsibilities

The trustees (directors) of the Charity, must act in accordance with a set of general duties. These duties are detailed in section 172 of the UK Companies Act 2006 which is summarised below.

A director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefits of its members as a whole, and in doing so have regard (amongst other matters) to:

a. the likely consequences of any decision in the long term;

b. the interests of the company's employees;

c. the need to foster the company's business relationships with suppliers, commissioners and others;

d. the impact of the company's operations on the community and the environment;

e. desirability of the company maintaining a high reputation for high standards of business conduct.

On joining the board of trustees, a new trustee will be briefed on their duties and will be offered formal training from an external advisor. It is important to recognise that in a large charity such as ours, the trustees partly fulfil their duties through a governance framework that delegates day-to-day decision-making to the Executive Leadership team of the charity. Details of this can be found in our Governance Framework on pages 63 to 66.

The trustees consider that they have fulfilled their obligations under section 172. The following summarises how this has been achieved.

Risk management

We operate in an uncertain and challenging service delivery environment with stringent requirements. It is therefore vital that we effectively identify, evaluate, manage and mitigate the risks we face and we continue to develop our approach to risk management.

For details of our principal risks and uncertainties, and how we manage our risk environment please see pages 57 to 58.

Statement of engagement with our employees

People are at the heart of what we do in terms of our employees and our service users. We believe in people and our culture and values are fundamental to the successful delivery of our services. With this in mind the development and investment in our people is integral to our charity.

A sub-committee of the board, the HR Committee, oversees the management and development of our people, including external assessment through Investors In People.

For further details on people please see pages 55 to 56.

Statement of Change Grow Live's business relationships with suppliers and other stakeholders

We recognise the importance of engaging with our commissioners, professional bodies and other organisations both within our sector and outside of it. We work closely with Public Health England and the NHS on a range of issues and activities. We are active members of Collective Voice, the national alliance of drug and alcohol treatment and recovery charities. These relationships have been particularly important during the coronavirus pandemic.

We value all of our suppliers and have multiyear contracts with our key suppliers, adopting a partnership approach where possible. We use framework agreements to enable a wider supply chain and we work with a range of Social Enterprise suppliers. Our close working relationships with suppliers has served us particularly well during the pandemic, specifically in the sourcing of personal protective equipment used by our frontline staff.

Community and environment

Our Believe in people approach addresses all the factors that impact on individual health and wellbeing and contribute to strong and cohesive communities. We aim to leverage our expertise and enable employees to support the communities around us. This is measured through our Social Value Impact and underpins our service delivery.

In addition, we actively monitor our energy usage and our carbon outputs and seek to utilise goods and services that reduce carbon outputs.

	2022	2021
UK Energy use (kWh)	**12,081,424**	**12,669,403**
Associated greenhouse gas emissions (Tonnes CO2 equiv (TC02e))	**2,433**	**2,637**
Intensity ratio emissions per FTE (TCO2e/FTE)	**0.56**	**0.65**

Associated greenhouse gas emissions have been calculated using the greenhouse gas protocol corporate standard.

We have introduced a number of energy saving initiatives which have resulted in a positive reduction in our energy consumption. These include:

- 100% certified green energy at all sites;
- the use of an Energy broker to manage our energy contracts and generate efficiencies with any savings re-directed into energy saving projects;
- smart meters where possible;
- encouraging all employees to use public transport, video conferencing and efficient use of electricity;
- reduce, reuse, recycle and aim for a paperless office;
- installation of energy efficient elements for all new properties, refurbishments, and any replacements;
- installation of sensor tabs of our basins to ensure unnecessary consumption of water.

Maintaining a reputation for high standards of service delivery

As an organisation, we operate within an ethical framework which forms the basis of our decision making. This is formally governed throughout our Governance Framework. Further details on this can be found on pages 63 to 66.

Operating within a regulated sector, we work closely with our regulators to ensure that our service delivery is of the highest possible standard.

Governance framework

Operation of the Board

Trustees are recruited to the Board via a recruitment partner. This partner is usually chosen as part of a competitive tender process to ensure fairness. Recruitment partners use a full and detailed brief to identify potential candidates with the required skills and experience to fulfil our organisational strategy. The full recruitment and selection process includes a values based interview, project visits and a panel interview with our National Lived Experience group.

The skillset of the Board is reviewed on an ongoing basis by the Chair and Vice-Chair and forms part of the standard discussions at the HR Committee. We seek to recruit Board members who share our values and reflect gender and ethnic diversity.

All trustees receive a full induction and participate in on-going training events. Trustees regularly visit projects to review service delivery and the implementation of strategy and policy.

The Board meets at least four times a year and also holds two strategy development days. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Day-to-day management is delegated to an Executive Management team led by the Chief Executive. Responsibility for review of the periodic management accounts and the annual financial statements is delegated to the Audit and Finance Committee.

Other specific responsibilities are delegated to five sub-committees. These committees meet regularly to provide in-depth analysis, scrutiny and oversight into the full range of the charity's activities. The subcommittees provide detailed reports and recommendations to the full Board which help fulfil the risk management requirements and due diligence processes of the Board.

Board Sub-Committees

Audit and Finance Committee

The committee advises the Board on matters relating to: financial risk management and internal control; internal and external financial audit; financial management; large capital expenditure, investments, mergers & acquisitions; and IT quality in regard to financial reporting, operations and cyber risk.

Quality and Performance Committee

The committee advises the Board on Change Grow Live's processes for ensuring the safety, effectiveness and quality of all clinical and social care service delivery and promoting continuous improvement through a learning culture. This includes overseeing evidence-based practice and protecting children, young people and adults from abuse and harm.

The committee monitors legal and regulatory compliance. They analyses incidents, lessons learnt and subsequent remedial and preventative actions, including the reduction of preventable deaths. The committee also oversees organisational risk identification and management. They oversee and sign off research undertaken by Change Grow Live and escalated by the Research Oversight Group.

Brand and Business Development Committee

The Brand and Business Development Committee is charged with ensuring that strategic brand, marketing and business development issues are appropriately identified and managed.

Human Resources Committee (formerly Remuneration & Nominations Committee)

The Human Resources Committee advises the Board on: strategic and operational HR matters; workforce development; equality, diversity and inclusion; and health and safety.

Twice yearly the Trustees residing on Human Resources Committee along with the Chief Executive meet separately to the main committee meeting to discuss and agree remuneration and nomination matters such as: the annual compensation and pay strategy of the Chief Executive, executive members and staff; and the recruitment, induction, and tenure of trustees.

Remuneration

Remuneration is set within the overall context of the purposes, aims and values of the charity and with recognition of the impact pay levels have on the wider pay policy of Change Grow Live.

Retention, recognition of performance and motivation are among the key considerations and principles used in setting remuneration levels, as are:

- the types of skills, experience and competencies needed to undertake the role;
- the scope, size, complexity, demands and levels of responsibility of the role;
- changes in the nature, size, complexity, demands and levels of responsibility;
- individual performance in the role against business plan targets and personal objectives along with Change Grow Live's overall performance;
- market scanning of other organisations' pay and remuneration policies and levels;
- Change Grow Live's ability to pay;
- the impact of any pay award on the wider organisation and the reputation of the charity.

Senior staff salary and performance reviews are undertaken in March of each year to coincide with the end of the financial year. Other staff pay is reviewed in October of each year. The process of setting executive salaries involves the Chief Executive recommending individual performance with each member of staff and reporting to the Human Resources Committee.

Our commitment is to narrow and ultimately eradicate any gender pay gaps within the organisation. We do not pay contractual bonuses to any staff and are pleased that significant progress has been made over the

last three years to reduce pay gaps at both median and mean rates.

Research and Change Committee

The committee provides advice and oversight on research and development activities and where we implement change, advice, and guidance from large organisational change projects.

Public benefit

The Charities Act 2011 requires all charities to explicitly consider how their charitable aims are carried out for the public benefit. The Board of Trustees must:

- ensure they carry out the aims of Change Grow Live for the public benefit;
- have regard to the Charity Commission's guidance on public benefit; and
- report on Change Grow Live's public benefit in the Trustees' Annual Report.

The Board of Trustees has considered these requirements alongside Change Grow Live's aims and activities, all of which are detailed in this report. The Board is satisfied that Change Grow Live has charitable aims that are carried out for the public benefit, in particular:

- the benefits to individuals, families and communities (and hence the public) are clear and in line with Change Grow Live's aims;
- the beneficiaries are entirely appropriate to the aims;
- there is no unreasonable restriction to accessing Change Grow Live's services, either by poverty, any requirement to pay fees, any geographic restriction or the provision of services only for certain sections of the public; and
- there is no private benefit.

In arriving at this conclusion, the Board of Trustees also had regard to the Charity Commission's guidance on public benefit.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Our Modern Slavery Statement

We are committed to improving our practices to combat modern slavery and human trafficking. Change Grow Live recognise that slavery and human trafficking is a very real and hidden issue in our society. We invest in and demonstrate ethical practice at every level of activity. These principles guide our beliefs, behaviours, conversations, decisions, and actions. We will not tolerate or condone any connection, evidence or suspicion of modern slavery practices.

Our policies clearly set out our processes for ensuring that modern slavery, in any form, is identified and acted upon immediately. Our commitment to equality and human rights extends beyond legal compliance alone. We will do this by regularly reviewing our systems and controls to ensure that any form of slavery is not taking part in any part of our business activity or supply chains.

Change Grow Live has appropriate policies and procedures in place that underpin our commitment to ensure that there is no forced labour, child labour, slavery or human trafficking in its supply chains or in any part of our business. CGL does not have manufacturing facilities, therefore anti forced labour, child labour, slavery and human trafficking efforts are focused on the suppliers that manufacture products on its behalf.

This extends across all our work, from safer recruitment practices and due diligence across our entire business and supply chain, Modern Slavery Audit Tool through to our assessment framework and integrated audit processes. These include our Health and Safety, Whistleblowing, Safer recruitment, Equality, Diversity and Inclusion and Safeguarding policies along with the implementation of our new 2021-2024 Procurement Strategy.

Increasing knowledge and skills relating to the identification, management and prevention of modern slavery is being embedded throughout our policies, resources and learning opportunities. Including in the Procurement Strategy, Safeguarding Policies and procedures, Modern Slavery and Human Trafficking Toolkit, training offer and case management system.

Statement of trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting.

Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the group will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts

(Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the group 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 group's auditor is 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 auditor is aware of that information.

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

This report, including the strategic report on pages 9 to 56, was approved by



Sue Killen, Chair
21 September 2022



Management and governance

Trustees[1]

Mike Pringle CBE (Chair, Retired by rotation 14 December 2021)
Sue Killen (Chair, appointed 14 December 2021)
Andreas Raffel (Vice Chair, retired by rotation 14 December 2021)
Caroline Shuldham (Vice Chair)
Sheena Asthana
Rachel Atkinson
Nick Burstin (retired by rotation 14 December 2021)
Jean Daintith
Craig Denholm
John Harris (resigned 21 September 2021)
Rahul Jaitly
Stu McMinnies[2]
Elaine Hindal (appointed 14 December 2021)
Deborah Rozansky (appointed 14 December 2021)
Jim Heptinstall (appointed 14 December 2021)
Tim Sampey (appointed 14 December 2021)

Co-opted advisors

Anna Purchas
Phil Abram (resigned 27 October 2021)
Paul Barry
Mark Essex
Peter Yarwood

Committees

- Audit and Finance Committee
- Quality and Performance Committee[3]
- Human Resources Committee[4]
- Brand and Business Development Committee
- Research and Change Committee (New)

Committee(s)



Committee(s)



Chair

Stu McMinnies
Caroline Shuldham
Jean Daintith
Elaine Hindal
Rahul Jaitly

1. Trustees hold office for a term of three years which can be extended for a further three years and can be extended beyond this in special circumstances.
2. The Board agreed that the Trusteeship of Stu McMinnies would be extended beyond his 6-year term to enable the recruitment of a replacement Trustee
3. Formerly Integrated Governance Committee
4. Formerly Remuneration and Nominations Committee

Executive management team

Mark Moody
Chief Executive and Company Secretary

Nic Adamson
Executive Director
(Deputy Chief Executive, appointed 1 June 2022)

Dr Prun Bijral
Executive Medical Director and Responsible Officer

Andrew Mondon
Chief Finance Officer

Bernie Casey
Executive Director

Vicki Markiewicz
Executive Director

Sue Shaw
Executive Director

Professional advisors

Auditors

Crowe U.K. LLP
55 Ludgate Hill, London, EC4M 7JW

Bankers

Barclays Bank plc
2nd Floor, 90-92 High Street,
Crawley, West Sussex, RH10 1BP

Legal

DMH Stallard
Gainsborough House, Pegler Way,
Crawley, West Sussex, RH11 7FZ

Hempsons
The Exchange, Station Parade,
Harrogate, North Yorkshire, HG1 1DY

Registered and principle office

3rd Floor, Tower Point,
44 North Road,
Brighton BN1 1YR

Company number

England and Wales 03861209

Charity number

England and Wales 1079327
Scotland SC039861

Independent Auditor's report

To the Members and Trustees of Change Grow Live

Opinion

We have audited the financial statements of Change Grow Live ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise The Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the charitable company's affairs as at 31 March 2022 and of the group's 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, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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.

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 our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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
- 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.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were, CQC Regulations for service providers and managers, taxation legislation, Health and Safety legislation and General Data Protection (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and recognition of contract income, recording the impact of CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, sample testing of contract income, including consideration of timing of recognition, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and the CQC, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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, and to the charitable company'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 charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N Hashemi

Naziar Hashemi | Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP, Statutory Auditor, London

Date: 11th November 2022



Consolidated statement of financial activities

(incorporating the income and expenditure account) for the year ended 31 March 2022

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**Group Total Funds 2022 £'000**	Unrestricted Funds £'000	Restricted Funds £'000	Group Prior Year Funds 2021 £'000
Income and endowments from:							
Donations and legacies	1	219	-	**219**	248	282	530
Investments	1	72	-	**72**	204	-	204
Charitable activities:							
Health and social care services		215,476	14,645	**230,121**	217,563	643	218,206
Training and employability		2,278	532	**2,810**	1,186	-	1,186
Other income		9,003	-	**9,003**	-	-	-
Total		227,048	15,177	**242,225**	219,201	925	220,126
Expenditure on:							
Charitable activities:							
Health and social care services	3	219,616	15,386	**235,002**	211,429	253	211,682
Training and employability	3	3,195	483	**3,678**	1,967	189	2,156
Total	3	222,811	15,869	**238,680**	213,396	442	213,838
Net income/(expenditure)	2	4,237	(692)	**3,545**	5,805	483	6,288
Transfers between funds	13	-	-	**-**	-	-	
Net incoming resources before other recognised gains/(losses		4,237	(692)	**3,545**	5,805	483	6,288
Other recognised gains/ (losses)							
Actuarial (losses)/gains on Social Housing pension schemes	16	180	-	**180**	(682)	-	(682)
Actuarial (losses)/gains on defined-benefit pension schemes	16	617	-	**617**	(752)	-	(752)
Cancellation of preference shares	17	-	-	**-**	214	-	214
Gains/(losses) on revaluation of freehold properties	5	850	-	**850**	(726)	-	(726)
Net movements in funds		5,884	(692)	**5,192**	3,859	483	4,342
Reconciliation of funds							
Total funds brought forward		35,961	1,835	**37,796**	32,102	1,352	33,454
Total funds carried forward		41,845	1,143	**42,988**	35,961	1,835	37,796

The Charity reports Total income and endowments of £239,625K (2021: £218,398K) and Net income of £4,614K (2021: £6,195K).
The Group has no recognised gains or losses for the year other than as detailed above.
The net movements in the Group's funds for the year arise from the Group's continuing operations.
The Accounting Policies on pages 81 to 85 and the notes on pages 87 to 111 form part of these accounts.
A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Balance sheets as of 31 March 2022

	Notes	Group **2022 £'000**	Group 2021 £'000	Charity **2022 £'000**	Charity 2021 £'000
Fixed assets					
Intangible assets	5	**-**	-	**50**	50
Tangible assets	5	**9,180**	8,330	**9,180**	8,330
		9,180	8,330	**9,230**	8,380
Current assets					
Debtors	6	**51,892**	37,377	**55,169**	45,134
Cash at bank and in hand		**54,055**	51,314	**42,788**	39,610
			88,691	**97,957**	84,744
Creditors: amounts falling due within one year	7	**(62,853)**	(48,854)	**(54,331)**	(45,442)
Net current assets		**43,094**	39,837	**43,626**	39,302
Creditors: amounts falling due after more than one year	8	**(84)**	(84)	**(84)**	(84)
Provisions for liabilities and charges	9	**(6,192)**	(6,419)	**(6,191)**	(6,419)
Provisions for defined pension obligations	9	**(3,010)**	(3,868)	**(3,010)**	(3,868)
Net assets		**42,988**	37,796	**43,571**	37,311
Funds					
Unrestricted	11	**26,845**	35,961	**27,566**	35,568
Designated	11	**15,000**	-	**15,000**	
Restricted	12	**1,143**	1,835	**1,005**	1,743
		42,988	37,796	**43,571**	37,311

Approved by the Board of Directors and Trustees on 21 September 2022 and signed on its behalf by:



Stuart McMinnies | Trustee



Sue Killen | Chair

The Accounting Policies on pages 81 to 85 and the notes on pages 87 to 111 form part of these accounts. Company Registration Number: 03861209 (England and Wales).

Consolidated statement of cash flow

as at 31 March 2022

	Notes	**Group 2022 £'000**	Group 2021 £'000
Cash flows from operating activities :			
Net cash provided by operating activities	15	**2,669**	1,051
Cash flows from investing activities:			
Dividends, interest and rents from investments		**72**	203
Finance charges on defined benefit pension scheme deficit payment plan		**-**	-
Proceeds from the sale of property	5	**-**	-
Purchase of tangible fixed assets	5	**-**	-
Net cash used by investing activities		**72**	203
Change in cash and cash equivalents in the year		**2,741**	1,254
Cash and cash equivalents at the beginning of the year		**51,314**	50,060
Cash and cash equivalents at the end of the year		**54,055**	51,314

Reconciliation of net cash flow to movement in net debt	**Group 2022 £'000**	Group 2021 £'000
Increase in cash in the year	**2,741**	1,254
Decrease in net debt	**-**	-
Cash and cash equivalents at the beginning of the year	**51,314**	50,060
Cash and cash equivalents at the end of the year	**54,055**	51,314

Analysis of changes in net debt	**At 1st April 2021 £'000**	**Cash Flow £'000**	**At 31st March 2022 £'000**
Cash at bank and in hand	**51,314**	**2,741**	54,055
Bank and other loans	**(84)**	**-**	(84)
Total	**51,230**	**2,741**	53,971

The Accounting Policies on pages 81 to 85 and the notes on pages 87 to 111 form part of these accounts.



Accounting policies

General information

Change Grow Live is a private company limited by guarantee and incorporated in England. The registered office address is 3rd Floor, Tower Point, 44 North Road, Brighton BN1 1YR. The company registration number is 03861209 (England and Wales).

Basis of preparation

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), OSCR and the Companies Act 2006.

Basis of consolidation

These financial statements consolidate the results of the Charity and its subsidiary companies Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 17). A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. Change Grow Live Services Ltd, Bounce Back Foundation and Bounce Back Project Ltd are included within the group financial statements on a line by line basis with intercompany transactions eliminated on consolidation.

The principal policies of the Group are as follows:

a. Going concern

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. Our trustees have concluded that, the ongoing monitoring of financial performance and risk management, it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

b. Income

Incoming resources from charitable activities includes contract and grant income, rents receivable and other sundry receipts.

Contract income is recognised in line with the delivery of the service and is accrued or deferred where required when cash is received in advance or arrears of service provision.

Where income is related to performance and specific deliverables, income is recognised as the Charity earns the right to consideration by its performance, including contracts which contain payment by results requirements.

Grant, donation, legacy and other income is recognised when the charity becomes entitled to the funds, receipt is probable and amounts can be measured reliably.

Where conditions exist which restrict the use of income to a particular purpose, income is recorded in an appropriate restricted fund.

c. Project accounting/allocation

Income and direct costs relating to charitable activities are allocated to the charitable activity category of 'Health and social care services' and 'Training and education'.

Support costs are apportioned to charitable activities based on the direct costs of those activities.

d. Classification of expenditure

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

e. Project start-up costs

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

f. Intangible fixed assets

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

g. Tangible fixed assets

Freehold property

In accordance with FRS 102 freehold land is not being depreciated. Depreciation is charged on freehold buildings over a period of 50 years on a straight-line basis. The trustees consider the market value of the properties on an annual basis, together with reviewing them for impairment in accordance with FRS 102. Freehold land and buildings are initially recognised at cost but are subject to periodic revaluation by independent Chartered Surveyors.

Capitalisation of other assets

Leasehold improvements, computers and other equipment purchased for specific projects are treated as revenue expenditure at the date the cost is incurred as the economic benefit derived from their use is tied into the delivery of the service and not the direct benefit of the Charity.

h. Investments

The charity's investment in its subsidiary company is valued at cost.

i. Dilapidation provision

Provision is made for the legal obligation in property leases to reinstate the premises to the condition they were at the date the lease was signed and an estimate is made of the cost of that reinstatement.

j. Financial Instruments

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies that are classified as debt, are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

k. Funds

Restricted funds

Restricted funds are those whose application is limited to those causes specified by the donor. Any deficit incurred on any individual restricted fund is written off to the 'Unrestricted fund' in the financial year in which the deficit occurs.

Designated funds

Designated funds are allocated for a specified purpose to be utilised for the development of the organisation. Expenditure incurred is matched against the appropriate fund as expenditure arises.

Unrestricted funds

For control and audit purposes funds received for each project are accounted for individually with the relevant incoming resources and expenditure allocated accordingly. Expenditure for projects includes both direct costs attributable to the project and appropriate recharges for support costs.

l. Leasing commitments

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

Lease incentives are spread over the lease term.

m. Pension scheme arrangements

The Charity operates both defined benefit and defined contribution pension schemes for its employees. All defined benefit schemes are closed to new entrants.

The assets of any defined benefit and defined contribution pension schemes are held separately from those of the Charity.

Defined benefit schemes current service costs alongside the expected return on the scheme assets less the scheme interest costs are charged to the Statement of Financial Activities. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses.

Defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities.

The resulting defined benefit asset or liability is presented separately after other net assets on the face of the Balance Sheet.

Where the charity participates in a multi-employer defined benefit scheme it is not always possible to identify on a reasonable and consistent basis the Charity's share of underlying assets and liabilities as the assets are co- mingled for investment purposes and the benefits are paid out of the Plan's total assets. Accordingly, due to the nature of such schemes, the accounting charge for the period under FRS 102 represents the employer contribution payable. The liability to make payments to fund any deficit relating to past service in such plans is recognised where the Charity has entered into an agreement to make those payments. Pension costs for defined contribution schemes are charged to the Statement of Financial Activities for the period in which they are payable.

An additional cessation liability is measured and recognised at the balance sheet date. A cessation liability is due when the last active member of the defined benefit scheme leaves for any given participation. Any shortfall between the asset and liability at that date will be due to the defined benefit scheme organisation. The cessation liability is measured using the projected unit method and discounted at a rate equivalent to the current rate of return on gilts less the actuarial scheme valuation. The cessation liability is presented within accruals.

n. Judgements and key sources of estimation uncertainty

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

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In particular, judgements are made in the following areas:

- Depreciation and amortisation rates are over the estimated useful economic life of the assets;

- Dilapidation provisions are an estimate of the cost to reinstate premises in line with lease obligations;

- Freehold properties are held at valuation and continue to be maintained to a high standard. Trustees are

satisfied that there are no indications of impairment and the current valuations remains appropriate. Whilst the impact of the ongoing pandemic has created an increased level of uncertainty around the UK property market, Trustees are satisfied that the valuation of property remains materially correct;

- Pension assumptions for defined benefit pension schemes include, amongst others, estimates for longevity, discount rates and inflation.

o. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with maturities of three months or less.



Notes to the consolidated financial statements

(For the year ended 31 March 2022)

1. Incoming resources

	Group 2022 £'000	Group 2021 £'000
Donations and legacies		
Donations	**219**	530

	Group 2022 £'000	Group 2021 £'000
Investment income		
Interest on UK cash deposits	**72**	204

Incoming resources from charitable activities
Incoming resources from charitable activities includes contract income from statutory sources and other sundry receipts. Grant income recorded during the year is disclosed within note 12, 'Restricted funds'.

2. Net income

	Group 2022 £'000	Group 2021 £'000
Net incoming resources is stated after charging:		
Auditor's remuneration:		
-Audit services	**68**	65
-Non-audit services	**49**	4
Operating lease rentals:		
-Plant and machinery	**1,092**	1,030
-Land and buildings	**5,685**	5,795
Depreciation and amortisation	**142**	172

Audit services fees, inclusive of VAT, are paid to Crowe U.K. LLP. Non-audit services of £49K includes £1K for professional fees, £7k for Taxation services, £24k for Assurance and £17K for VAT advice (2021: Non-audit services of £4K includes £3K for professional fees and £1K for VAT advice).

3. Expenditure on charitable activities

	Direct costs £'000	Support costs £'000	**Group 2022 Total £'000**	Direct costs £'000	Support costs £'000	Group 2021 Total £'000
Charitable activities:						
Health and social care services	215,475	19,527	**235,002**	193,438	18,244	211,682
Training and emplyability	2,804	874	**3,678**	1,820	335	2,155
Total	**218,279**	**20,401**	**238,680**	**195,258**	**18,579**	213,837

Total Support costs include Governance costs of £185K (2021: £110K).

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	**Group 2022 Total £'000**
Support costs allocated to Charitable activities:					
Health and social care services	2,640	9,704	2,294	4,889	**19,527**
Training and employability	51	-	50	773	**874**
Total	**2,691**	**9,704**	**2,344**	**5,662**	**20,401**

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	**Group 2022 Total £'000**
Support costs allocated to Charitable activities:					
Health and social care services	2,332	8,210	2,384	5,318	**18,244**
Training and employability	6	14	67	248	**335**
Total	**2,338**	**8,224**	**2,451**	**5,566**	**18,579**

Support costs have been allocated to Charitable activities based on the direct costs of those activities.

4. Staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Group 2022 £'000	Group 2021 £'000
Wages and salary costs	**127,505**	112,341
Social security costs	**12,318**	10,905
Redundancy costs	**59**	523
Training costs	**910**	592
Recruitment and general payroll costs	**1,120**	824
Pension costs for defined contribution pension schemes	**3,800**	3,316
Pension costs for defined benefit pension schemes	**1,814**	1,330
Agency and third party organisations	**21,324**	18,958
Total	**168,850**	148,789

Redundancy costs above relate to the costs of restructuring services at or around the commencement of services, or in response to changes in the funding and financial position on contracts. Total redundancy and termination costs paid in 2022 were £107K (2021: £560K). £nil remained unpaid at 31 March 2022 (2021: £80K).

Trustee remuneration and expenses are disclosed in note 20.

The number of higher paid employees who received total remuneration in the following bands were as follows:

	Group 2022 Number	Group 2021 Number
£60,000 to £69,999	**17**	30
£70,000 to £79,999	**20**	15
£80,000 to £89,999	**22**	16
£90,000 to £99,999	**12**	15
£100,000 to £109,999	**8**	8
£110,000 to £119,999	**7**	2
£120,000 to £129,999	**1**	8
£130,000 to £139,999	**9**	7
£140,000 to £149,999	**4**	2
£150,000 to £159,999	**2**	1
£160,000 to £169,999	**1**	
£170,000 to £179,999	**-**	3
£180,000 to £189,999	**1**	1
£200,000 to £209,999	**1**	1

A review of medical consultants' salaries was carried out during the year.

91 (2021: 83) of the higher paid employees were accruing pension benefits under a defined contribution scheme and 6 (2021: 14) under defined benefit schemes.

Contributions of £3,800,420 (2021: £3,299,081) were paid into a defined contribution scheme. The other employees were members of the SHPS, NHS, LGPS or Civil Service defined benefit schemes (see note 16) into which contributions of £1,874,776 (2021: £2,040,158) were paid during the year. Employers' pension contributions outstanding at the year end amounted to £539,289 (2021: £495,518).

The key management personnel of the Group comprises 7 (2021: 7) employees: the Chief Executive, six Executive Directors, the Chief Finance Officer and the Executive Medical Director. The total employee remuneration, benefits and contractual payments, inclusive of pension contributions and social security costs paid by the Charity, of the key management personnel were £1,274,960 (2021: £1,597,725).

The following table shows the base salaries and employer pension contributions of a number of the Executive Leadership Team:

	Base salary		Employer pension contributions	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Chief Executive Officer	**183**	177	**23**	23
Chief Finance Officer	**142**	134	**7**	6
Medical Director	**208**	201	**7**	7

	Group 2022 Number	Group 2021 Number
Employee numbers:		
Average number of employees	**4,380**	4,057
Average number of full time equivalents	**3,874**	3,595
Average number of full time equivalents split between:		
Direct project staff	**3,511**	3,289
Operational support staff	**65**	45
Central support staff	**298**	261
Total	**3,874**	3,595

5. Tangible fixed assets — Group and Charity

	Freehold property £'000	**Total £'000**
Cost/valuation		
At 1st April 2021	8,330	**8,330**
Additions	-	**-**
Disposals	-	**-**
Revaluation	850	**850**
At 31st March 2022	**9,180**	**9,180**
Depreciation		
At 1st April 2020	-	**-**
Charge for the year	142	**142**
Disposals	-	**-**
Revaluation	(142)	**(142)**
At 31st March 2022	**-**	**-**
Net Book Value		
At 31st March 2022	**9,180**	**9,180**
At 31st March 2021	8,330	8,330

The total cost and valuation of freehold property at 31 March 2022 was £9.2 million and consists of nine properties. All nine properties have been formally valued to current market value by several professional surveyors with effective dates ranging from 21 March 2022 to 23 March 2022. All valuations were carried out in accordance with the Global Standards of the Royal Institute of Chartered Surveyors. In accordance with FRS 102, this resulted in an increase in carrying value of £0.7 million. The carrying amount that would have been recognised had the assets been carried under the historical cost model is £9.2 million. Depreciation is charged on freehold buildings on a straight-line basis over a period of 50 years.

The original cost of the freehold properties was £4.9 million.

6. Debtors

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Income receivable	**35,732**	33,543	**13,819**	9,771
Other debtors	**13,695**	1,483	**799**	1,062
Intercompany	**-**	-	**38,118**	31,963
Prepayments	**2,465**	2,351	**2,433**	2,338
Total	**51,892**	37,377	**55,169**	45,134

Included within 'Income receivable' is an amount of £0.54 million (2021: £0.09 million) relating to amounts invoiced in respect of the 2022-2023 financial year. An equivalent amount is included within 'Deferred income' in note 7.

Included within 'Prepayments' is an amount of £0.47 million (2021: £nil) relating to unclaimed VAT. HMRC have now agreed a final value and £1.15 million will be repaid to Change Grow Live during October 2022.

7. Creditors

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Trade creditors	**4,368**	6,551	**4,210**	5,992
Deferred income	**14,184**	8,838	**7,495**	5,194
Social security and other taxes	**11,802**	9,545	**11,788**	10,750
Accruals	**21,812**	21,292	**21,585**	21,269
Other creditors	**10,687**	2,628	**9,253**	2,237
Total	**62,853**	48,854	**54,331**	45,442

Movements in deferred income

	At 1 April 2021 £'000	Released £'000	Deferred £'000	**At 31 March 2022 £'000**
Group	8,838	(7,162)	12,508	**14,184**
Charity	5,194	(4,232)	6,533	**7,495**

Contract income and grants are accounted for on an accruals basis in the period in which the performance criteria are met. Income is deferred due to the timing of receipts for contract income and grants.

8. Creditors: amounts falling due after more than one year

	Group		Charity	
	2022 £'000	2021 £'000	**2022 £'000**	2021 £'000
Bank and other loans	**84**	84	**84**	84

The loan from Brighton and Hove City Council is only repayable if the property is sold and is non-interest bearing. It is secured on the freehold property in St Andrew's Road, Portslade, East Sussex.

Change Grow Live has provided Barclays Bank with a Debenture, dated 4 September 2013, in support of its Bond, Guarantee and Indemnity (BGI) facilities and a charge over its freehold property at 140 - 142 King's Cross Road, London. In respect of the Debenture, a formula has been agreed whereby 'Good UK Debtors under 90 days' have to provide a minimum of two times cover against BGI exposure at any time. As at 31 March 2022, Change Grow Live had £1.9 million of BGI exposure (2021: £1.9 million) which was more than covered by 'Good UK Debtors under 90 days' which amounted to £32.2 million (2021: £28.6 million).

9. Provisions for liabilities and charges — Group and Charity

	Pension provisions £'000	Dilapidation provision £'000	**Total £'000**
At 1st April 2021	3,868	6,419	**10,287**
Amounts released in the year	(858)	(352)	**(1,210)**
Additional amounts provided	-	125	**125**
At 31st March 2022	**3,010**	**6,192**	**9,202**

The pension provision includes Local Government Pension Scheme of £2.5 million (2021: £2.9 million) and Social Housing Pension Scheme of £0.5 million (2021: £1.1 million). A provision for NHS pension schemes of £0.2 million (2021: £0.2 million) has been made and is disclosed in other creditors in note 7.

10. Limited liability

The liability of each member of the charity is limited to £1.

11. Unrestricted funds — Group

	Total funds brought forward at 1st April 2021 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2022 £'000**
Designated reserves	-	-	15,000	-	**15,000**
Designated reserves	**-**	**-**	**15,000**	**-**	**15,000**
Unrestricted funds	32,137	5,892	(15,000)	-	**23,029**
Pension reserve	(3,868)	(1,655)	-	797	**(4,726)**
Free reserves	**28,269**	**4,237**	**(15,000)**	**797**	**18,303**
Revaluation reserve	3,273	-	-	850	**4,123**
Fixed assets net of related loans	4,419	-	-	-	**4,419**
Total unrestricted funds	**35,961**	**4,237**	**-**	**1,647**	**41,845**

Unrestricted funds — Charity

	Total funds brought forward at 1st April 2021 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2022 £'000**
Designated reserves	-	-	15,000	-	**15,000**
Designated reserves	**-**	**-**	**15,000**	**-**	**15,000**
Unrestricted funds	31,744	7,006	(15,000)	-	**23,750**
Pension reserve	(3,868)	(1,655)	-	797	**(4,726)**
Free reserves	**27,876**	**5,351**	**(15,000)**	**797**	**19,024**
Revaluation reserve	3,273	-	-	850	**4,123**
Fixed assets net of related loans	4,419	-	-	-	**4,419**
Total unrestricted funds	**35,568**	**5,351**	**-**	**1,647**	**42,566**

Unrestricted funds — Group (cont.)

	Total funds brought forward at 1st April 2020 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2021 £'000**
Unrestricted funds	27,017	5,403	(497)	214	**32,137**
Pension reserve	(2,836)	402	-	(1,434)	**(3,868)**
Free reserves	**24,181**	**5,805**	**(497)**	**(1,220)**	**28,269**
Revaluation reserve	3,346	-	653	(726)	**3,273**
Fixed assets net of related loans	4,575	-	(156)	-	**4,419**
Total unrestricted funds	**32,102**	**5,805**	**-**	**(1,946)**	**35,961**

Unrestricted funds — Charity (cont.)

	Total funds brought forward at 1st April 2020 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2021 £'000**
Unrestricted funds	26,626	5,615	(497)	-	**31,744**
Pension reserve	(2,836)	402	-	(1,434)	**(3,868)**
Free reserves	**23,790**	**6,017**	**(497)**	**(1,434)**	**27,876**
Revaluation reserve	3,346	-	653	(726)	**3,273**
Fixed assets net of related loans	4,575	-	(156)	-	**4,419**
Total unrestricted funds	**31,711**	**6,017**	**-**	**(2,160)**	**35,568**

The Revaluation reserve relates to freehold properties (note 5).

12. Restricted funds

	Total funds brought forward at 1st April 2021 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	**Total funds carried forward at 31st March 2022 £'000**
Health and social care services - Capital funds						
a. Brighton & Hove PCT	300	-	-	-	-	**300**
b. Brighton & Hove PCT	253	-	-	-	-	**253**
Capital Funds	553	-	-	-	-	**553**
Health and social care services - Revenue funds						
c. PHE Capital funding - Blackburn with Darwen	359	-	359	(359)	-	**-**
d. PHE Capital funding - East Lancashire	24	-	-	-	-	**24**
e. PHE Capital funding - Central & North Lancashire	416	-	-	-	-	**416**
f. PHE Capital Grant - Stockton	24	-	24	(24)	-	**-**
g. Big Lottery	9	-	-	-	-	**9**
h. Sova funds	358	-	358	(358)	-	**-**
i. Donations to support individuals entering employment	92	532	483	49	-	**141**
j. PHE Adder funding	-	1,185	1,185	-	-	**-**
k. HIS – Blackburn with Darwen	-	39	39	-	-	**-**
l. PHE – IPS funding	-	258	258	-	-	**-**
m. PHE – Universal funding	-	8,117	8,117	-	-	**-**
n. MHCLG funding	-	5,046	5,046	-	-	**-**
Revenue Funds	1,282	15,177	15,869	(692)	-	**590**
Restricted Funds - Group and Charity	**1,835**	**15,177**	**15,869**	**(692)**	**-**	**1,143**

a. Brighton & Hove Primary Care Trust

Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.

b. Brighton & Hove Primary Care Trust

Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014-15.

c. PHE Capital funding - Blackburn with Darwen

Funding for a women's' centre property refurbishment and a drugs meter at the Blackburn with Darwen project.

d. PHE Capital funding - East Lancashire

Social Enterprise Scheme for refurbishment and re-sale of furniture.

e. PHE Capital funding - Central & North Lancashire

To help create a well-led skilled and valued adult social care workforce.

f. PHE Capital Grant – Stockton

Funding of a recovery gym in Middlesbrough.

g. Big Lottery

Various funding including:

- To Improve systems and services to meet the needs of families where a parent is dependent on alcohol
- Building safer communities through local volunteers to work with sex offenders to minimise alienation and support reintegration to prevent sexual reoffending.
- PHE grant funding to support for children growing up in households with an adult dependent on alcohol
- Helping people gain employment and skills mentoring support.
- Raising awareness across Newcastle of the dangers of cocaine and crack cocaine use.

h. Sova funds

Funding towards working with military veterans to achieve and reaching continued health based in Rotherham.

i. Restricted donations

Various grants and donations received for specific purposes to support the training and employability of ex-offenders.

j. PHE Adder funding

The programme seeks to ensure that more people get effective treatment, with enhanced treatment and recovery provision, including housing and employment support, and improved communication between treatment providers and courts, prisons, and hospitals.

k. HIS Blackburn with Darwin

Intensive support for homeless individuals.

l. PHE – IPS funding

Individual placement and support for drug or alcohol dependency in community treatment services.

m. PHE – Universal funding

Grant received to support drug and alcohol treatment with a focus on reducing drug related crime and deaths.

n. MHCLG funding

Grant to support individuals living on the street.

12. Restricted funds (cont.)

	Total funds brought forward at 1st April 2020 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	**Total funds carried forward at 31st March 2021 £'000**
Health and social care services - Capital funds						
a. Brighton & Hove PCT	300	-	-	-	-	**300**
b. Brighton & Hove PCT	253	-	-	-	-	**253**
Capital Funds	553	-	-	-	-	**553**
Health and social care services - Revenue funds						
c. PHE Capital funding - Blackburn with Darwen	184	175	-	175	-	**359**
d. PHE Capital funding - East Lancashire	12	12	-	12	-	**24**
e. PHE Capital funding - Central & North Lancashire	210	210	(4)	206	-	**416**
f. PHE Capital Grant - Stockton	24	-	-	-	-	**24**
g. Big Lottery	**11**	246	(248)	(2)	-	**9**
h. Sova funds	358	-	-	-	-	**358**
i. Donations to support individuals entering employment	-	283	(191)	92	-	**92**
Revenue Funds	799	926	(443)	483	-	**1,282**
Restricted Funds - Group and Charity	**1,352**	**926**	**(443)**	**483**	**-**	**1,835**

13. Analysis of Group net assets between funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	**Total 2022 £'000**
Unrestricted funds	8,627	42,504	(84)	(9,202)	**41,845**
Restricted funds	553	590	-	-	**1,143**
Total	**9,180**	**43,094**	**(84)**	**(9,202)**	**42,988**

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	**Total 2021 £'000**
Unrestricted funds	7,777	38,555	(84)	(10,287)	**35,961**
Restricted funds	553	1,282	-	-	**1,835**
Total	**8,330**	**39,837**	**(84)**	**(10,287)**	**37,796**

14. Commitments due under operating leases

	Land and buildings		Other	
	Group 2022 £'000	Group 2021 £'000	**Group 2022 £'000**	Group 2021 £'000
Gross obligations repayable on leases:				
expiring within one year	**3,400**	3,812	**680**	892
expiring between two and five years	**6,195**	7,403	**743**	664
expiring in more than five years	**5,690**	5,112	**-**	-
Total	**15,285**	16,327	**1,423**	1,556

15. Reconciliation of net income to net cash inflow from operating activities

	Group 2022 £'000	Group 2021 £'000
Net income for the year	**3,545**	6,288
Actuarial and pension (losses)	**797**	(1,434)
Dividends, interest and rents from investments	**(72)**	(204)
Cancellation of preference shares	**-**	214
Depreciation charges	**-**	155
Revaluation depreciation	**-**	(653)
(Increase) in debtors	**(14,515)**	(12,217)
Increase in creditors	**13,999**	7,276
(Decrease)/Increase in provisions	**(1,085)**	1,625
Net cash provided by operating activities	**2,669**	1,051

16. Pension schemes

Introduction

This note provides details of a number of defined benefit pension schemes which Change Grow Live participates in as an employer. With the exception of the Social Housing Pension Scheme, Change Grow Live has obtained formal membership of these NHS and Local Government Pension Schemes (LGPS) as a result of being commissioned to deliver services which required members of these schemes to transfer in to Change Grow Live. All the defined benefit pension schemes are closed to new members.

Social Housing Pension Scheme (SHPS)

Change Grow Live participated in the Social Housing Pension Scheme (SHPS), a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK. Within the scheme, Change Grow Live operated a final salary benefit structure with a 1/60th accrual rate for its members. The scheme is closed to new members and it was closed to future accrual as at 1 April 2017 and the three active members at that time were transferred into the SHPS defined contribution scheme. For Financial Years ending on or after 31 March 2020 the way in which an employer's Defined Benefit pension obligation in SHPS is stated in its company accounts has changed. Previously there has been insufficient information available for an employer in SHPS to account for its obligations on a Defined Benefit basis (i.e. stating assets and obligations). As a result, and as required by FRS 102, employers have been accounting for the obligation by stating the present value of agreed future deficit repayment contributions. For Financial Years ending on or after 31 March 2020, sufficient information is available for an employer in SHPS to account for its obligations on a Defined Benefit basis.

Accordingly, the change from the present value of agreed future deficit repayment contributions to the FRS102 accounting disclosures are detailed on the following page in respect of the SHPS scheme.

We have been notified by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. This process is ongoing and the matter is unlikely to be resolved before the end of 2024 at the earliest. It is recognised that this could potentially impact the value of Scheme liabilities, but until Court directions are received, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. No adjustment has been made in these financial statements in respect of this potential issue.

	2022 £'000	2021 £'000
Balance Sheet at 31st March 2022		
Market value of assets	**5,101**	5,013
Liabilities	**(5,883)**	(6,116)
Deficit	**(782)**	(1,103)
Changes in the present value of the defined benefit obligation are as follows:	**£'000**	£'000
Opening defined benefit obligation	**(6,116)**	(5,089)
Interest cost	**(132)**	(118)
Actuarial gain/(loss)	**264**	(1,174)
Benefits paid	**105**	269
Participant contributions	**-**	-
Current service cost	**(4)**	(4)
Defined benefit obligation at the year end	**(5,883)**	(6,116)
Changes in the fair value of the scheme assets are as follows:	**£'000**	£'000
Fair value of scheme assets at 1 April 2021	**5,013**	4,519
Interest income on plan assets	**109**	106
Actuarial (loss)	**(84)**	492
Employer and participant contributions	**168**	165
Benefits paid	**(105)**	(269)
Fair value of scheme assets at the year end	**5,101**	5,013
The amounts included within the Statement of Financial Activities are as follows:	**£'000**	£'000
Net interest on net defined benefit liability	**23**	12
Current service cost	**4**	4
Total amount charged within net income/(expenditure)	**27**	16
Net defined benefit liability on commencement of FRS102 reporting		-
Actuarial (gain)/loss	**(180)**	682
Return on scheme assets (less) than discount rate	**-**	-
Remeasurement effects recognised in overall funds movement	**(180)**	682
Total amount charged to the Statement of Financial Activities	**(153)**	698

16. Pension schemes (cont.)

	Assets at 31st March 2022		Assets at 31st March 2021	
Additional disclosure items:	**£'000**	**%**	£'000	%
Equities	1,853	36.3	1,771	35.3
Other Bonds	340	6.7	296	5.9
Property	632	12.4	536	10.7
Cash/Liquid	14	0.3	30	0.6
Other	2,262	44.3	2,380	47.5
Total	**5,101**	**100.0**	**5,013**	**100.0**

Actuarial assumptions: Financial	Beginning of year	End of year
Rate of RPI inflation	3.3%	3.6%
Rate of CPI inflation	2.9%	3.2%
Rate of increase in salaries	3.9%	4.2%
Rate of increase in pensions	3.9%	4.2%
Discount rate	2.2%	2.8%

The leaving employer's share of the buy-out debt is the proportion of the Scheme's liability attributable to employment with the leaving employer compared to the total amount of the Scheme's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Scheme liabilities, Scheme investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time. Change Grow Live has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Scheme, based on the financial position of the Scheme as at 30th September 2019. At this date the estimated employer debt for Change Grow Live was £4.5 million. The next valuation is expected to be published in December 2022. Change Grow Live has taken steps to mitigate this employer debt and has a SHPS defined contribution scheme alongside the defined benefit scheme. Ongoing membership of this defined contribution scheme will mean that Change Grow Live would not be in a cessation position and the employer debt would not therefore fall due.

NHS Pension Scheme for England and Wales

Change Grow Live has separate Directions Body status in 56 areas with NHS Pensions during the year to 31st March 2022 (2021:62).

Past and present employees are covered by the provisions of the two NHS Pension Schemes.

Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities.

Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The total employer contributions payable in 2021-2022 were £1,710,110 (2020- 2021: £1,862,146). At 31st March 2022 there were 367 (2021: 392) active members in the scheme employed by Change Grow Live.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that the period between formal valuations shall be four years, with approximate assessments in intervening years. An outline of these follows:

a. Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as 31 March 2019, updated to 31 March 2020 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual

NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b. Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2019. The results of this valuation set the employer contribution rate payable from April 2021.

The Department of Health and Social Care have recently laid Scheme Regulations confirming that the employer contribution rate will increase to 20.6% of pensionable pay from this date. Change Grow Live has confirmation that the employer contribution will remain at 14.38% and that central payment will be made by NHS England and the Department of Health and Social Care for the respective proportions of the additional 6.22%.

Local Government Pension Schemes

In the process of taking over certain contracts, Change Grow Live gains admission body status into Local Government Pension Schemes which are multi-employer defined benefit schemes. During the year Change Grow Live had admission body status with the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the West Sussex Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund. All of these schemes are closed to new entrants from Change Grow Live.

The admitted body status agreement for Change Grow Live's membership of the Northamptonshire Pension Fund includes a 'risk share' arrangement. This means that Change Grow Live will not be liable for any cessation liability on termination of the admission body agreement and is therefore only liable for regular employer contributions into the schemes. On that basis, these schemes have been treated as if they were defined contribution schemes and the accounting charge is taken as being equal to the contributions payable in the accounting period. There were no members in these schemes as at 31st March 2022 (2021 – one members). The total contributions paid by Change Grow Live into this scheme during the year was £5,128 (2021: £8,895).

Accordingly, the FRS 102 disclosures below relate to the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the Northamptonshire Pension Fund, the London Borough of Lewisham Pension Fund, the West Sussex Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund and all 8 schemes are disclosed together as required by FRS 102.

Balance Sheet at 31st March 2022	**2022 £'000**	2021 £'000
Market value of assets	**5,958**	5,337
Liabilities	**(8,072)**	(8,211)
Deficit	**(2,114)**	(2,874)
Split between the schemes:	**£'000**	£'000
The London Borough of Newham Pension Fund	**(221)**	(258)
The Nottinghamshire County Council Pension Fund	**(691)**	(782)
The West Midlands Pension Fund	**(626)**	(1,122)
The London Borough of Lewisham Pension Fund	**(109)**	(155)
The West Sussex Pension Fund	**(201)**	(204)
Merseyside Pension Fund	**(91)**	(106)
Reading Pension Fund	**(84)**	(89)
Norfolk Pension Fund	**(91)**	(158)
Total	**(2,114)**	(2,874)

Changes in the present value of the defined benefit obligation are as follows:	**£'000**	£'000
Opening defined benefit obligation	**(8,211)**	(6,416)
Defined benefit obligation on admission to scheme	**-**	(130)
Interest cost	**(170)**	(132)
Actuarial (loss)/gain	**681**	(1,062)
Benefits paid	**6**	(113)
Participant contributions	**(35)**	(42)
Past service cost	**-**	(46)
Current service cost	**(343)**	(270)
Defined benefit obligation at the year end	**(8,072)**	(8,211)

16. Pension schemes (cont.)

Changes in the fair value of the scheme assets are as follows:	**2022 £'000**	2021 £'000
Opening fair value of scheme assets	**5,337**	4,892
Fair value of scheme assets on admission to the scheme	**59**	62
Interest income on plan assets	**228**	102
Return on scheme assets greater/(less) than discount rate	**128**	(79)
Actuarial gain	**31**	39
Employer and participant contributions	**180**	208
Benefits (returned)/paid	**(5)**	113
Fair value of scheme assets at the year end	**5,958**	5,337

The amounts included within the Statement of Financial Activities are as follows:	**£'000**	£'000
Net interest on net defined benefit liability	**59**	30
Current service cost	**343**	270
Total amount charged within net income	**402**	300
Net defined benefit liability b/fwd on admission to the schemes	**-**	68
Actuarial (gain)/loss	**(617)**	750
Return on scheme assets (less)/greater than discount rate	**(252)**	170
Remeasurement effects recognised in overall funds movement	**(869)**	988
Total amount (released)/charged to the Statement of Financial Activities	**(467)**	1,288

	Assets at 31st March 2022		Assets at 31st March 2021	
Additional disclosure items:	**£'000**	**%**	£'000	%
Equities	3,687	61.8	3,122	58.3
Government Bonds	927	15.6	501	9.4
Other Bonds	286	4.8	399	7.5
Property	594	10.0	452	8.5
Cash/Liquid	225	3.8	289	5.4
Other	239	4.0	584	10.9
Total	**5,958**	**100.0**	**5,337**	**100.0**

Actuarial assumptions: Financial	Beginning of year	End of year
Rate of RPI inflation	2.2%	1.9%
Rate of CPI inflation	2.3%	2.7%
Rate of increase in salaries	3.2%	3.6%
Rate of increase in pensions	2.2%	2.6%
Discount rate	1.8%	2.3%

17. Subsidiary companies

Change Grow Live Services Ltd

(Company number 6228752 (England and Wales))

Change Grow Live Services Ltd undertakes contracts delivering a broad range of health and social care services and commenced trading on 1 October 2017. The company outsources this work to Change Grow Live, its parent company, at a value equal to income receivable under the terms of the service contract less a fee in line with the service agreement between the two organisations.

	2022 £'000	2021 £'000
Income	**182,506**	153,392
Expenditure	**(182,506)**	(153,392)
Net incoming resources	**-**	-

	2022 £'000	2021 £'000
Gross assets	**45,532**	35,797
Total liabilities	**(45,532)**	(35,797)
Net assets	**-**	-

The results of Change Grow Live Services Ltd for the years to 31st March 2022 and 2021 are consolidated in these financial statements.

17. Subsidiary companies (cont.)

Bounce Back Foundation

(Company Number 07675301 (England and Wales))

(Charity Number 1144297 (England and Wales))

Change Grow Live became the sole member of Bounce Back Foundation on the 29 July 2020.

Bounce Back Foundation is a registered charity, limited by guarantee. Its primary objective is the rehabilitation of ex-offenders, the relief of unemployment and the advancement of education and training principally with ex-offenders but also other socially excluded or marginalised people.

	2022 £'000	2021 £'000
Income	**2,994**	2,077
Expenditure	**(3,541)**	(2,060)
Net incoming resources	**(547)**	18

	2022 £'000	2021 £'000
Gross assets	**675**	890
Total liabilities	**(1,089)**	(757)
Net assets	**(414)**	133

The results of Bounce Back for the period 29th March 2020 to 31st March 2021 and the year to 31st March 2022 are consolidated in these financial statement .

Social Enterprises

Bounce Back Foundation

(Company number 8699910 (England and Wales))

Bounce Back Project Limited is a UK incorporated and registered company, consisting of 100 ordinary shares of £1 which is a wholly owned subsidiary of Bounce Back Foundation.

Bounce Back Project Limited is a painting and decorating and construction social enterprise, offering training and work experience.

The results of Bounce Back Project Limited for the period 29th March 2020 to 31st March 2021 and the year to 31st March 2022 are consolidated in these financial statements.

As part of the acquisition of Bounce Back Foundation, the preference shares in Bounce Back Project Limited of £214K have been cancelled. The income and expenditure of Bounce Back Project Limited and their balance sheet at 31 March 2022 and 31 March 2021 are summarised below:

	2022 £'000	2021 £'000
Income	**74**	92
Expenditure	**(138)**	(101)
Net incoming resources	**(64)**	(9)

	2022 £'000	2021 £'000
Gross assets	**(413)**	23
Total liabilities	**(28)**	(398)
Net assets	**(441)**	(375)

17. Subsidiary companies (cont.)

Dormant subsidiary companies

Change Grow Live also has the following wholly owned subsidiary companies, none of which have traded during the year, nor since incorporation:

CRI Enterprises Group Limited – company number 8719857, limited by guarantee, Nil net assets/liabilities which was dissolved 31 May 2022.

Crime Reduction Initiatives Limited – company number 9832039, limited by guarantee, Nil net assets/liabilities. Crime Reduction Initiatives Limited is a dormant subsidiary registered in England and Wales and is consolidated within these accounts. There were no transactions with Change Grow Live during the year.

CRI Enterprises Group Limited and Crime Reduction Initiatives Limited are dormant subsidiary companies which are registered in England and Wales and are consolidated within these accounts. There were no transactions with Change Grow Live during the year.

18. Investments

On 3rd November 2014 Change Grow Live acquired a 5% interest in The Reducing Reoffending Partnership Limited at a cost of £5.

On 29th July 2020 Change Grow Live acquired a 100% interest in Bounce Back Foundation at a cost of £50,000.

19. Capital commitments — Group and Charity

There are no capital commitments at the year end.

20. Trustee and related party transactions

There are no other related party transactions outside of those with group companies already disclosed above.

During the year, no Trustee received any remuneration (2020 - 2021: £nil). Four trustees (2020-21: Two trustees) received general travel expenses of £649 (2020-21: £227).

During the year, Change Grow Live continued its insurance policy to indemnify the charity trustees or other officers against all risks except for dishonesty, fraud or deliberate breach of trust. The insurance cost £3,727 (2020-21: £3,388).

During the year £182.0 million (2020-21: £153.1 million) was receivable from Change Grow Live Services Ltd. At the year end £37.7 million (2020-21: £32 million) was due from Change Grow Live Services Ltd.

During the year £0.22 million was receivable from Bounce Back Foundation Limited. At the year end £0.45 million was due from Bounce Back Foundation.

During the year £nil million was receivable from Bounce Back Project Limited to Bounce Back Foundation. At the year end Bounce Back Project Limited owed £0.01 million to Bounce Back Foundation.

21. Ten year summary

The table below discloses Change Grow Live and the Group's financial performance over the last ten years and includes details of annual growth rates and return on 'Incoming resources'.

	Group 2021/22 £'000	**Group 2020/21 £'000**	**Group 2019/20 £'000**	**Group 2018/19 £'000**	**Group 2017/18 £'000**	**Group (Restated) 2016/17 £'000**	**Group 2015/16 £'000**	**Group 2014/15 £'000**	**Charity 2013/14 £'000**	**Charity 2012/13 £'000**
Incoming resources	**242,225**	220,126	219,120	212,574	195,546	155,970	158,326	141,520	116,815	99,817
Growth %	**10%**	0%	3%	9%	25%	-1%	12%	21%	17%	24%
Resources expended	**(238,680)**	(213,838)	(215,163)	(210,332)	(192,976)	(152,433)	(156,310)	(139,242)	(114,723)	(97,595)
Net incoming resources	**3,545**	6,288	3,957	2,241	2,570	3,537	2,016	2,278	2,092	2,222
%	**1.5%**	2.9%	1.8%	1.1%	1.3%	2.3%	1.3%	1.6%	1.8%	2.2%
Expenditure on raising funds	**-**	-	-	-	-	-	-	(407)	(331)	-
Other recognised gains/ (losses)	**1,647**	(1,946)	1,066	(1,036)	127	(244)	2,324	277	281	(50)
Net movements in funds	**5,192**	4,342	5,023	1,205	2,697	3,293	4,340	2,148	2,042	2,172
%	**2.1%**	2.0%	2.3%	0.6%	1.4%	2.1%	2.7%	1.5%	1.7%	2.2%
Total funds carried forward	**42,988**	37,796	33,454	28,431	27,226	24,529	21,236	16,896	16,881	14,839

Notes:

% above is in relation to 'Incoming resources'.

Expenditure on raising funds relates to the costs incurred in bidding for the Ministry of Justice 'Transforming Rehabilitation' competition. Total funds carried forward were restated in 2014/15 due to the effects of the implementation of FRS 102.

CHANGE, GROW, LIVE

England & Wales - Charity number 1079327

Accounts



About Change Grow Live

We help people to change the direction of their lives, grow as individuals, and live life to its full potential.

Find out more

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@changegrowlive

Change Grow Live

Change Grow Live Registered Office: 3rd Floor, Tower Point, 44 North Road, Brighton BN1 1YR.
Registered Charity Number 1079327 (England and Wales) and SC039861 (Scotland).
Company Registration Number 3861209 (England and Wales).

Change Grow Live

Believe in people

ANNUAL REPORT 2020-2021

Our mission is to help people change the direction of their lives, grow as individuals, and live life to its full potential.

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I’m optimistic that compassion and a desire to help others have a more prominent place in people’s minds than they have done for a very long time.

A message from our CEO, Mark Moody

It has certainly been a tough year for everyone in the world, but despite everything that’s happened I am optimistic for the future. I believe we’ve learned amazing things about the spirit of people to do the right thing. The world seems to have become a more compassionate place, and a big part of our job is to make sure that change is permanent.

We had already made it clear that we are a charity that believes in people, but over the last year we placed more trust in people’s hands than ever before. That trust has been rewarded magnificently. It has proved beyond all doubt that people don’t want or need to be told what to do – they need someone who will listen, and give them the support and guidance that is right for them. We should always be working to meet people’s needs, not expecting them to meet ours.

The people who use our services have gone above and beyond to not only keep themselves safe, but keep those around them safe. I spoke to several people who told me they wanted to, or already had, completely changed the way they did things to protect other people. This was not because they were just worried about themselves. This was about their mums, their dads, their partners, everyone around them.

Many of the people we support have been let down, given up or underestimated by society, but the last year has shown how remarkably selfless and caring people truly are.

Our staff and volunteers have been extraordinary. From all over the country we’ve heard stories of services carrying on doing incredible work under enormous pressure, and even finding new ways to reach out and help people. I feel an enormous sense of pride and pleasure at working with such amazing people across Change Grow Live. There have been dark moments, without a doubt, but being surrounded by those people meant the dark moments have never lasted long. To everyone who works and volunteers with us, thank you.

As an organisation, we have learned new ways of working that we will carry on into the future. In an ideal world it wouldn’t have taken a global pandemic for us to learn them, but there have been many positive things we’ve been able to take from the experience. We will continue to grow and develop and play an important role as communities recover from the effects of the last year. We are a large charity, but charities don’t grow to our size for the sake of it. We do it because it helps us to do more good for more people.

That is why I am optimistic for the future. I’m optimistic that compassion and a desire to help others have a more prominent place in people’s minds than they have done for a very long time. Politics and world events change, but people are people – and our job is to be here for them.

A message from our Chair of Trustees, Mike Pringle

Over the last year, Change Grow Live has lived up to its name. We're not shy of changing and evolving. We have been growing, not just for the sake of growth but because we're efficient and effective. And I believe we're helping an ever-greater number of people to live fuller, healthier lives.

The last year has been defined by the coronavirus pandemic. It was an enormous test of us as an organisation, and I believe we passed that test with flying colours.

It's been a challenging year, but we have risen to that challenge. It could have exposed weaknesses within our organisation and created problems that made it much harder for us to support the people who use our services. Instead, we responded incredibly quickly and effectively. We protected the people we are here to support and continued to deliver a high standard of service.

I think that our response shows not just our prior thinking and forward planning, but the qualities of everyone who works here. Wherever I go, I am amazed by the dedication, hard work and skills of our people, from the highest management level through to the people who deliver our services.

The pandemic has offered an insight into not only the way we work and deliver care, but into the sort of organisation we are and the sort of care we can deliver. I am really impressed with how we delivered care and provided support throughout, but also with the way we're building for the future in a way that will improve care in the coming years. Our commitment is to keep developing so in the future we have an even higher quality of experience for the people who use our services.

That commitment to carry on developing can also be seen through our new partnership with Bounce Back. They are a charity offering training, support and employment opportunities to people leaving prison. By learning from them and their experience, we can extend our skillset and range of services to make sure the people we support have the best possible experiences and opportunities in life.

And lastly, I'm delighted to welcome Sue Killen, who will be my successor as Chair of the Board of Trustees from January 2022. Sue has a long track record in the civil service and charity sector, including influencing and shaping lasting change. She brings a wide range of skills that will help the organisation develop even further, and I know that she will be a huge asset to Change Grow Live.



The last year has been defined by the coronavirus pandemic. It was an enormous test of us as an organisation, and I believe we passed that test with flying colours.



We only exist to support the people who use our services, and the last year has given us the opportunity to share trust with them like never before.

Trustees' annual report: Believe in people

At Change Grow Live, above all else we believe in people. It's the one thing that acts as a foundation for all our work.

We exist to help people achieve their goals, to be the best that they can be and to help change society for the better. This is true whether we are talking about the people who use our services, our staff or our volunteers.

We are guided by our values

Our values work together as principles that guide the way we act and the choices we make; be open, be compassionate, be bold.

Our values shape our strategy

Our mission is to help people change the direction of their lives, grow as individuals, and live life to its full potential. To help us do this, we have a strategy that focuses on three areas:

Doing things better. We listen to our staff and volunteers, and the people we are here to support. We learn from what they tell us and use what we learn to genuinely make a difference.

Working together. We look outwards to learn from others and share what we know. Working collaboratively across the organisation and with our partners is the best way to offer people support that improves every area of their life.

Telling our story. We make sure that people understand what we do, but also why we do it. When we tell the stories of our staff, volunteers, and the people who use our services, we encourage more people to seek us out and access support to change their lives.

Our strategy and values have guided us through the pandemic

Our values and strategy formed the basis for all our thinking and decision-making throughout the coronavirus pandemic.

Across every level of the organisation, we saw people responding to unprecedented challenges in innovative new ways. We have listened to their ideas and learned from their successes to create new, better ways of working that we will carry into the future.

We have worked together by sharing our learning and expertise more than ever before. We have opened up new conversations across the organisation, but we have also formed partnerships with other charities and organisations that will benefit the people we support for years to come.

Throughout the pandemic, we never stopped telling our story. We want to make sure people know we are here to help anyone change the direction of their life, grow as an individual, and live life to its full potential.

Above all else we are an organisation that believes in people. We only exist to support the people who use our services, and the last year has given us the opportunity to share trust with them like never before.

Be open, be compassionate, be bold.

Lasandra

Lasandra supported people throughout lockdown as a Recovery Coordinator. As a Diversity Champion she is also helping to make Change Grow Live a fairer and more inclusive organisation.

Doing things better



Introducing our National Lived Experience Group

The people we're here to support are at the heart of everything we do, so it's important they play an active role in shaping how we do things.

We have a lot to learn from the diversity and experience of the people who use our services. To make sure their voices are being heard, in 2021 we relaunched the National Service User Committee under its new name, the National Lived Experience Group. This group helps people from across the organisation to tell their story, so that it is heard in all areas of our charity.

How the National Lived Experience Group works

Our National Lived Experience Group members are based across the UK, and they represent the diverse thoughts and opinions of the people we are here to support. The group is made up of lived experience volunteers who champion the views and opinions of people who use our services.

The group run a weekly consultation, which is open to staff at all levels. People are welcome to attend and discuss ideas, what they are working on, and any support they need to make a difference.

Members of the National Lived Experience Group are now at the heart of our decision making — from interview panels for senior positions to working groups.

"Becoming a national rep was a huge opportunity to be able to influence anything from local services right up to an organisational level. It keeps me in recovery and on the straight and narrow. It's an incentive to stay well."
Tony is a member of the group from the North West of England

"The group gives me a focus. For me personally, it's really helped my confidence grow and build-up. I am happy to wake up in the morning, I don't feel I am in recovery. I feel like I am enjoying myself and thriving again."
Lynne is a member of the group from the North East of England



“Not only does volunteering help me to maintain my own recovery, it also gives me the opportunity to help others and get to know many of the wonderful staff at Change Grow Live.”
Neil is a member of the group from the South East of England

The National Lived Experience Group — a crucial resource throughout the pandemic

Although the group was officially launched under its new name in March 2021, the National Lived Experience Group has played a major role over the last year.

During the pandemic we have needed to understand the basic needs of our community and how to get helpful advice to them during these challenging times.

The group have focused their efforts on supporting some amazing harm reduction work going on across the organisation. This includes supplying naloxone kits and training, the flu vaccination campaign, needle and syringe provision, and supporting the delivery of our national research project - the Pulse Survey.

The group has done a lot of work around digital safety and helping to reduce people’s fears of engaging on a digital platform and they co-wrote advice to help keep people safe while engaging in group calls online.

“Having the perspective of this group in the work that we do will help enormously. And this engagement starts with a commitment from the Executive Leadership Team to promote and bring this voice to the fore, making sure there is a consistent and valued link between our team and the National Lived Experience Group. We want to be challenged at every turn, so that we have the best chance of making the experience of people who use our services as good as it can be.

“We wish the National Lived Experience Group all the very best for their launch in 2021, and for our shared collaboration over the coming years.” *Dr Prun Bijral is our Chief Medical Director*



Using data to make a difference

We are always looking for ways to better understand the people we're here to support. Using data to create a broader picture of each person's unique situation ensures that we can offer the support that is right for them.

Over the last 12 months we have been gathering data and listening to the people who use our services more than ever before.

We transformed how we use data. Engaging, easy to understand dashboards helped our services prioritise the people most in need of support, and helped inform leaders where to focus their attention.

The Pulse Survey — a new way of listening to the people we support

In June 2020, we launched the Pulse Survey – the biggest survey of its kind that we have undertaken – to pilot a new way of gathering data and feedback from people using our services and transforming it into positive impact. We heard from people across the country, in their own words, about their experience of the care they receive and ways we can better support them.

The survey streamlined the way we were listening to the people who use our services during the pandemic. We shifted from looking at feedback from lots of different sources to continuous feedback in one rolling survey.

The survey asked three simple questions:

1. What changes do you like?

2. What changes don't you like?

3. What could we do differently?

Open questions in the Pulse Survey allowed people to give feedback in their own words and leaving the survey open means we can track ongoing changes.

Thanks to people across the organisation, including service user reps, peer mentors and volunteers – many of whom have had to take on new roles to support on this project – we have managed to gather over 4,000 responses to date.

By working in partnership with the University of Manchester we were able to understand how people's thoughts and feelings changed over time and made sure that data was part of our decision making.

Helping services make better decisions through data

By helping our people to better understand the data they have access to, we can ensure that we they are making the best possible choices for the people they support. Clear and understandable data ensures our services can tailor their approach to meet each person's unique needs and circumstances.

We were able to understand how people's thoughts and feelings changed over time and made sure that data was part of our decision making.

Staff worked around the clock to prepare the information by the start of each day so that the people who use our services were kept safe during a period of uncertainty.

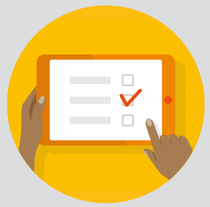
At the beginning of the first lockdown, we made the decision to move everyone on medication assisted treatment onto a two-week supply. This was a significant change, so it was important that services were able to understand the impact of this move and adjust their support. At the request of clinicians, the Data and Analytics team were able to quickly gather data and design new dashboards to show the progress of a service user's journey with Medication Assisted Treatment. Services were able to target support and treatment in a way that was specific to each person.

To make sure services were getting the best possible data, we moved from monthly reporting to daily. Staff worked around the clock to prepare the information by the start of each day so that the people who use our services were kept safe during a period of uncertainty. We learned so much; naloxone distribution tripled in many services. Safe storage boxes were provided at record levels. And then some astonishing insight – the rate of 'on top' use, which means using illicit drugs on top of a prescription, had decreased to levels never seen before.

The Data and Analytics team also carried out intensive training on how to effectively use the data visualisation tool Tableau. The training received extremely positive feedback and has since been delivered to over 400 people across the organisation.

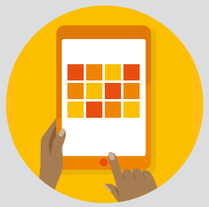
Thanks to many people across the organisation, we have managed to gather over 4,000 responses to our pulse survey.

4,000



Our tableau training received extremely positive feedback and has been delivered to over 400 people across the organisation.

400



A new approach to blood borne viruses

During the first lockdown, we paused our testing for blood borne viruses, along with most other providers. We used this opportunity to slow down, review our strategy, and create a better testing and treatment experience for the people who use our services.

When we relaunched, it was with a new blood borne virus pathway. This means the entire journey from testing for blood borne viruses, right through to referral, and then successful treatment.

Self-testing and the blood borne virus toolkit

In August 2020, we launched a self-testing option for hepatitis C. This allows people to test themselves in their own home or at any location they are comfortable with. It also allowed people to safely test themselves while following public health guidelines such as social distancing.

The self-test option allows more people than ever before to engage in testing, including people who may have felt uncomfortable about visiting services in person in the past.

By the end of March 2021, 1,576 people had used this option to complete a hepatitis C test in their own home.

We created a blood borne virus toolkit (**changegrowlive.org/bbv**) to make sure testing remains a high priority. The toolkit is a series of tools and resources that have helped us relaunch testing in a coronavirus world.

The toolkit is available to everyone, including our external partners. Feedback has been extremely positive, and the toolkit influenced an Edinburgh based self-testing pilot run by Scottish health boards. Public Health Wales used the toolkit as a basis for their own set of blood borne virus resources.

Lindsay

Lindsay started out with Change Grow Live in Edinburgh, but moved to London and joined our Camden service. She's about to start a new role as an In-Reach worker for people in prison.



New and innovative approaches to testing, treatment and support

In Cambridgeshire, our service put blood borne viruses at the heart of their work

Despite the challenges of the pandemic, our service in Cambridgeshire continued to make sure that blood borne virus testing and treatment were on the agenda. In fact, 77 people began hepatitis C treatment in 2020, an enormous increase from just 19 people in 2019.

They also ran their own hepatitis C awareness week, complete with awareness raising activities and mobile testing.

“A lot of it is down to the dedication of the team. We’re always trying to put it on the agenda and spread the message that there is a treatment, and it can turn people’s lives around. It’s so important that people know they can access treatment, and it could save their life.” *Paul Pescud is services manager in Cambridgeshire*

Our St Helens service achieved their goal to micro-eliminate hepatitis C

At the end of 2020, the St Helens service — helped by our partnership with The Salvation Army — were delighted to celebrate the micro-elimination of hepatitis C in their service.

When we say an area has micro-eliminated hepatitis C, that means it has reached these targets:

100%

of people using the service have been offered a hepatitis C test.

90%

of those people have then been tested.

75%

of people diagnosed with hepatitis C have started treatment.



Jamie

Jamie is an HIV Prevention and Support Coordinator for the Fast-Track Cities team. He joined Change Grow Live in October 2020 and has been supporting people diagnosed or living with HIV.



Richard

Richard is the Project Manager for the HIV Fast Track team. The team helps to reduce the stigma of HIV diagnosis and makes sure staff are educated and informed about HIV.

“We are delighted to have achieved micro-elimination, especially given the high rate of the disease prevalence 3 years ago. This is not the end of the story, it is just a milestone on our journey to eliminating hep C and finding the missing millions!”
Rachel Fance is Services Manager at our St Helens service

In London, the HIV Fast Track team are part of a major initiative to tackle HIV in the city

In 2020 Change Grow Live was awarded funding as a part of Fast Track Cities – a global initiative to end new HIV infections in cities around the world by 2030.

Our HIV Fast Track team works across six London services supporting individuals who are using drugs or alcohol and are also diagnosed with HIV. Currently the project is for a three-year period, but the team has plans to expand to other London boroughs, and is already training services to be more confident and informed when dealing with HIV, so that people get the very best support.



200

staff have had training on HIV and treatment



500

staff and 60 external professionals have had training on chemsex awareness and treatment

Your door was never closed... you fought for me when no one else cared. I feel happy and after a long time I feel good about my future.

Supporting children and young people

Throughout the pandemic, we've been listening to young people openly and without judgement. They told us that the last year has been an especially challenging time. It has made existing stresses and anxieties worse and created new ones, including feelings of isolation and uncertainty about their future.

At the peak of the first lockdown in April 2020, referrals into our children and young people's services had fallen by almost 50%. Most referrals into these services come from professionals and other organisations, but many of these had changed their focus in response to the pandemic.

To address this, we focused on making sure young people's voices were heard and that our own services remained visible and responsive. As we've done this, we've seen the number of referrals into our children and young people's services begin to rise again significantly. In the first three months of the first national lockdown, the number of contacts by our children and young people's services rose by 44%, 36% and 25% respectively.

Listening and responding to young people

We created a version of the Pulse Survey specifically aimed at younger people who use our services. Some of the feedback we received was surprising. For example, young people told us they were struggling with the switch to digital interactions, and preferred the trust built by face-to-face support.

Young people also helped us to create a survey for their peers, with questions about their experience of the pandemic and substance use. This helped us to build a picture of how they were being affected by the pandemic, and what sort of support they wanted.

The voices and direct input of young people were also an important part of the success of our Help Your Mate harm reduction campaign.

Working with professionals to better support young people

We stepped up our delivery of online training for professionals, so that they had the right skills and understanding to support young people.

Between April 2020 and March 2021, our service The Base – Kirklees delivered training to 1,229 different professionals, and received extremely encouraging feedback from the trainees involved.

"The training you all delivered today was brilliant. You offered a much-needed service when we needed it most. I really enjoyed it and it was one of the best online sessions I have attended!" (feedback from a professional who received our online training)

By sharing our learning with others, we have helped create support networks that will put children and young people first for years to come.



Karrol

Karrol is a Peer Mentor for the Women's Team at our Birmingham service. Throughout the pandemic she supported people with wellbeing phone calls, and encouraged positive change as part of the Black Workers Action Group.

Equality, diversity and inclusion

Through our year of listening, we have opened up conversations across Change Grow Live in an entirely new way. These conversations haven't always been easy, but people have been willing to share their voices, and listen to the voices of others, like never before.

Well-established groups like our LGBTQ+ forum and Inclusion Champion forum continued to promote important discussions and look towards practical solutions and best practices. New avenues also began to emerge.

The coronavirus pandemic threatened to increase existing inequalities, and create entirely new ones. The murder of George Floyd and the global Black Lives Matter protests that followed were a clear example of the way in which racism defines and destroys the lives of people the world over.

Against this backdrop, we knew that it was important for us to do more, and that the first step was listening to the people who make up our organisation. We encouraged people to share their stories and experiences, and asked them to help us find the answers.

"It has been 1 year since George Floyd died and I am still fighting to be seen as an equal within this world. But I believe as an organisation we have made a start and will continue to ensure black people and other marginalised groups voices are heard, and representation within our organisation is seen. We will ensure that are service users are also supported to understand their values and that they belong. We need to stand together as a community because this is not just a black issue. It is a human rights issue, and it needs to change."

Lasandra Snape is a Diversity Champion and Recovery Coordinator

Embracing diversity across our organisation

One of the most notable new voices to emerge was the Embrace forum. Embrace came about after discussions with managers across Change Grow Live. The forum was developed

by one of our directors, and now includes staff from across the organisation. It is a regular quarterly opportunity for staff, peer mentors, service user representatives and volunteers to meet and help ensure the working practices of services are fair and inclusive for everyone.

New groups, forums and roles within individual services have also played a big role. An example of this can be seen at ResoLUTiOns in Luton, where a new, bi-weekly staff EDI forum has opened up discussions on a wide range of topics – from the Windrush generation to issues around gender identity.

Here is just some of the feedback they've received after their sessions:

"I was impressed by the topics of discussion that have been scheduled for the months to come. I acknowledge that they can be hard-hitting topics to discuss and it is easier for an organization to shy away from them, rather than addressing it. So I personally feel excited to see how these sessions will be delivered, the opinions that will be expressed and how we can all learn from each other."

"It was nice that everyone felt comfortable about sharing their lack of knowledge and there was no judgements made when staff were explaining where some of our ignorance's come from."

Similar work has been under way by the team at our service in Camden. There, staff contributed to a discussion board created to show the wide range of opinions and experiences within the service.

Welcoming our new Director of Equality, Diversity and Inclusion

In 2021, we welcomed a new Director of Equality, Diversity and Inclusion, Simone James. Simone already has lots of experience with Change Grow Live as a service manager in Waltham Forest. She will now play an important role making sure that equality, diversity and inclusion are at the heart of everything we do as an organisation. This is a commitment we have always had, but the events of the last year have placed it at the very forefront of our decision making.



Ritchie

Ritchie is a volunteer with our Camden service. During the pandemic he helped deliver food parcels to people shielding and self-isolating, and ran online recovery groups every week.

Adapting to working digitally during lockdown

Before the coronavirus pandemic, we had always delivered most of our support face-to-face. When the first lockdown was announced, we had days to work out how we should adapt to this new world.

When it came to embracing digital interventions and remote working during the pandemic, we were in a fortunate position. We had already laid the foundations by investing heavily in this area and providing our staff with laptops and Microsoft Teams licences.

While digital interventions and our online offer will never be a complete substitute for in-person support, they can form a part of the way we work with each person's unique journey. Staff see it as opportunity to reach people who have struggled to engage in the past, and most services plan to run a mix of online and face-to-face activities in the future.

New ways for people to engage online

In the past, our webchat service had been aimed primarily at people who were not already accessing our services, and may be interacting with Change Grow Live for the very first time.

Due to the pandemic, we acknowledged that we should open up new channels of communication for people already accessing support, to take pressure off staff in services. To do this, we set up a new channel of the webchat service for people who were already using our services to get advice online.

Between April 2020 and April 2021, the new channel for existing service users was used by even more people than the long-running channel for general alcohol advice and support. Webchat was another important lifeline for the people we support at a time when their in-person access to our services was limited.

Across the country, services have thrown themselves into organising online groups, from peer support recovery groups to activities and classes.

Although there have been challenges to overcome in terms of technology and safeguarding, the response to these groups has been largely positive.

In Blackburn with Darwen, people accessing the service have been able to choose from a range of online groups that includes fitness classes, yoga, and mindfulness sessions. At our service in Norfolk, over 66 different online support and activity groups have been available.

"There's been a lot of good things to come from groups being online. My meetings are later in the evening so people who work don't miss out. People who are also on the shy side or have anxiety have had the chance to attend groups without their camera on at first, and then been able to participate when they feel more comfortable."

Lauren Hawker is a volunteer at our service in Coventry. She has been running online recovery groups since the first lockdown began.

Across the country, services have thrown themselves into organising online groups, from peer support recovery groups to activities and classes.





“It’s been challenging, but it’s also inspired us to completely rethink how we engage with the people we’re here to support.”

Danielle Hickey is Service Manager at Inspire Blackburn with Darwen. Here, she describes her service’s experience of switching to remote working.

I’m really proud of how well everyone at our service adapted to working remotely. Obviously it took some getting used to for a lot of people, but we also found that people were engaging online who’d always struggled before. People have had access to 24/7 support through their own peers, which has been incredible.

All one-to-one sessions were changed for a while to phone or online sessions, wherever people wanted to and had the facility to do that. By switching them to online, we were able to triple the amount of sessions we were holding, and the number of missed appointments dropped significantly.

We really embraced the innovation and flexibility of remote working, but we also had to overcome some challenges. When someone isn’t in the room with you, or sometimes you can’t see them at all, it can be tricky. We might not be able to ask our usual questions in case someone else is listening, for example. We needed a whole new approach to overcome these challenges.

For staff, remote working has sometimes been a big adjustment. We’re a very vibrant service who like to have a laugh and spend time together, and suddenly we couldn’t do that.

We had to make sure that everyone was being supported and listened to, and think of creative ways to make sure we could all still connect and check in regularly.

As an organisation I think we’ve really risen to the challenge. The main thing we’ve taken away from the last year is that everyone likes to engage in a different way. Now we use a blended approach of digital and face-to-face, so everyone can access support in a way that works for them.

Keeping people safe and connected

Through the Pulse Survey, we heard that staff and volunteers were finding it extremely difficult to contact some of the most vulnerable people they support, including people who were sleeping rough.

To make sure we could stay in touch with everyone we needed to, we provided pay-as-you-go mobile phones with pre-paid credit to those most in need.

In the past, some services have successfully provided mobile phones on a limited basis, but this was the first time the approach was used across the organisation. We formed a partnership with Daisy Telecoms to create an easier, more efficient system for ordering phones to services.

Over 6,700 of these phones are currently in use.

These phones have also proved useful in helping the police trace failed 999 calls. In cases where a 999 call has been attempted from one of our mobile phones but dropped before it can be answered, police are able to contact us via Daisy Telecoms to request more information and make sure the person who owns the phone is safe and well.

The feedback from the people who use our services has been extremely positive.

“I really liked having my session over the phone because I was a lot less anxious to talk to my worker than I would be if we met face to face. Talking on the phone felt more comfortable to me.”

Bridging the digital divide

The switch to remote, online methods of support also made it necessary to address the digital divide. It was important we made sure no one was left behind, no matter what their level of knowledge or access to technology.

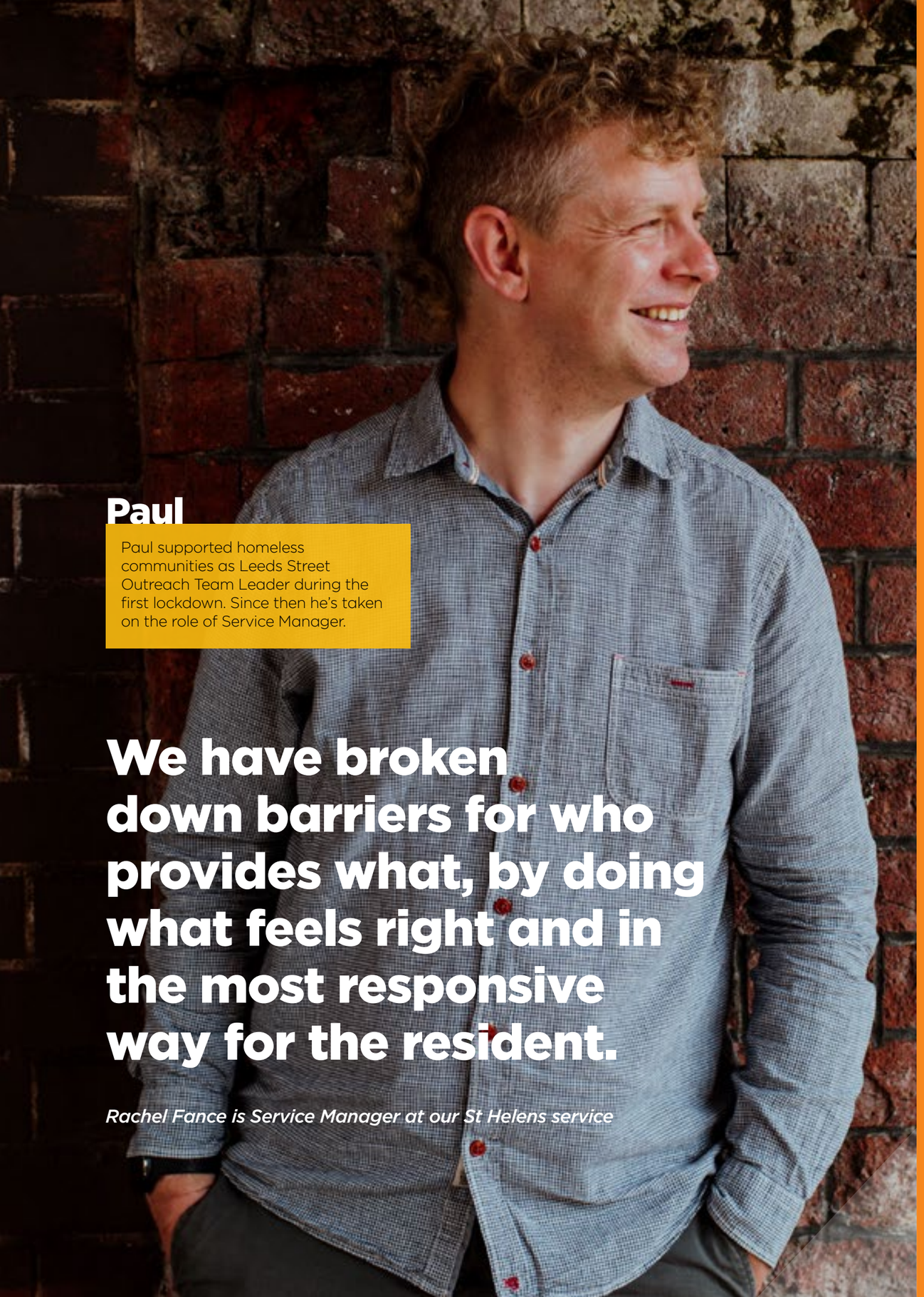
Feedback from people who were being supported by our services told us that some of them were struggling with IT literacy and issues around accessing online platforms.

We launched an initiative to gift broadband-enabled tablets to people who were struggling to access services online. The tablets came with guidance on how to access platforms such as Zoom, online security and tips for getting the most from the tablet.

“Change Grow Live have provided continuous support during this challenging period and I have my first online Zoom group next week. Online support packs have been received and I’m thankful for ongoing support.”

Continuing to invest in technology and digital interventions will play an important role as communities will recover from the pandemic. We will create an approach where everyone can access support in a way they are comfortable with, and where no one is left behind.

Working together



Paul

Paul supported homeless communities as Leeds Street Outreach Team Leader during the first lockdown. Since then he's taken on the role of Service Manager.

We have broken down barriers for who provides what, by doing what feels right and in the most responsive way for the resident.

Rachel Fance is Service Manager at our St Helens service

Supporting homeless communities

Throughout the pandemic, we have worked together with other providers and organisations to make sure that homeless communities have access to vital support networks. By sharing learning and expertise with our partners, we have helped protect homeless communities who were in a vulnerable, high-risk situation.

Across the country, people sleeping rough were provided emergency accommodation in places like hotels and hostels. They were offered rapid access to drug and alcohol treatment and healthcare. People who had previously struggled to accept support began to engage with our services.

Collaborating with The Salvation Army

At the start of lockdown the Director of Homelessness at The Salvation Army wrote to Change Grow Live to let us know their concerns about people on medically assisted treatment who were living in hostels. We immediately got in touch to discuss how we could support this especially vulnerable group.

Within two weeks we had signed off on joint working guidance on supporting people on prescriptions in hostels. We made this guidance available for all providers to access, to make sure that anyone who needed support was able to get it. Working in partnership meant we could really look at how we could support The Salvation Army team to embed clinical services within a Life House. In Salisbury House, our staff trained staff to be able to complete drug testing on site, manage rapid prescribing, run an out-of-hours needle exchange and conduct on site assessments.

This led to a second piece of work, focusing on people in hostels who were reliant on alcohol. Over the next two months, we implemented a person-focused harm reduction approach within hostels run by The Salvation Army.

By working together with The Salvation Army, we have kept the people using both services at the heart of our work. We've formed new working relationships with every level of The Salvation Army, which in turn helps us to keep people safer and make our communities more resilient.

Throughout the pandemic, staff and volunteers have done incredible work to make sure homeless communities stayed safe and received vital support. Here are just a few of their stories:

In Manchester, Change Grow Live was part of an award-winning effort to support homeless people.

Organisations from across the city came together to provide people sleeping rough with temporary accommodation in hotels. Teams from our Manchester service went into the hotels, usually on a bi-weekly basis, to make sure people were getting the support they needed. They handed out mobile phones with pre-paid credit so people could safely stay in touch without breaking coronavirus guidelines, and began prescribing medication to anyone who needed it.

In recognition of their work, all of the organisations involved received an award from the High Sheriff of Manchester.

"It's been great to see all the Greater Manchester organisations pull together like this. We're all singing from the same hymn sheet now, because we all know the people who we're helping are the priority." *Jackie McVan is Head of Services at Adult and Young People's Drug and Alcohol Service – Manchester*

In London, the Camden Routes off the Streets team went above and beyond to protect people from extreme weather.

On an especially cold night when temperatures dropped below freezing, the Greater London Authority (GLA) activated the protocol that opens emergency accommodation for people sleeping rough. Over the course of that night, Jerome Bourdin from the Camden Routes off the Streets team assessed 42 people sleeping rough in the borough. He liaised with translators, the GLA, and St. Mungo's to find suitable accommodation, and organised the logistics to help people travel to a safe place away from freezing conditions.

"It was challenging, but mainly rewarding to know that this group of people who'd been sleeping rough had a place to stay on one of the coldest nights of the year, and had support and guaranteed roofs over their heads for the next few days at least. That was really nice to see, and heart-warming to be part of."



Kieron

Kieron is part of the Leeds Street Outreach team. During the first lockdown he moved into temporary accommodation so he could carry on supporting people while also keeping his family safe.

In Leeds, the Street Outreach Team have been forming lots of useful partnerships.

The Leeds Street Outreach Team connected Bevan Healthcare CIC with people sleeping rough to ensure they could access the coronavirus vaccine. With the support of this partnership, Bevan were able to deliver the vaccine to 500 vulnerably housed or homeless people across Leeds

The team also set up the West Yorkshire Riding Rough Sleeping and Modern Slavery Partnership with organisations across the region. This collaboration helps them to overcome the barriers that often prevent victims of modern slavery and exploitation from finding the right support.

The service have even partnered with Malcolm Michaels Butchers in Kirkgate Market to collect warm clothes for people who are sleeping rough. The 'Get Your Kit Off' campaign was supported by lots of local faces, including members of the Leeds Rhinos rugby team.

Ryan

Ryan is a Team Leader with the Street Outreach team. Ryan lived away from his family for the first few months of the pandemic to make sure the most vulnerable people continued to be supported.

It was challenging, but rewarding to know that this group of people who'd been sleeping rough had a place to stay on one of the coldest nights of the year.

Jerome is part of the Camden Routes off the Streets Team and the service's LGBTQ+ lead

We wanted community pharmacies to know that we value them as partners, and made sure that they continued to receive the support they needed.

Community pharmacies; a vital lifeline for the people we support

At the height of the first lockdown, we worked closely with community pharmacies to ensure that people were able to access the support they needed.

Pharmacies were the only area of primary care that remained open throughout the entire pandemic. They were a vital lifeline for many people, including people we support by prescribing medication.

We wanted community pharmacies to know that we value them as partners, and made sure that they continued to receive the support they needed to carry out their work.

Pharmacies were unable to provide supervised consumption due to social distancing guidelines, but we continued to provide payments for these services throughout this period.

When we made the switch to 14-day prescriptions, pharmacies also changed their own approach. They quickly rose to the challenge of changing their ordering, delivery and storage procedures, even though this put them at greater risk and meant they would potentially lose income.

By working together, we were able to continue other major areas of our work, including needle exchange programmes, providing medicine safety storage boxes, and distributing naloxone kits.



"The commitment of community pharmacies to working with us has been huge. This is a proper partnership that goes both ways. We have both made adjustments and compromises to make sure that we're working towards a single shared goal of what's best for the people who use our services."

Mohammed Fessal is our Chief Pharmacist

Social value; building stronger communities through our actions

The pandemic has exposed just how deep health and social inequality runs in our society. Those inequalities have developed over decades, and it will not be easy to address them. Many of the people who use our services have been especially impacted by the pandemic and will continue to be affected for years to come.

We are committed to addressing these inequalities and increasing our social value as communities recover from coronavirus. Social value is the wider social good we can contribute to when we consider the impact of our actions as an organisation.

We can increase our social value by:

- **Improving employment opportunities and skills**
- **Supporting local business and economies**
- **Creating healthier communities**
- **Promoting environmental sustainability**

Last year we were the first health and social care provider in the UK to be awarded a Level 1 Certificate in Social Value by the organisation Social Value International.

This recognises our commitment to embedding social value across the organisation.

The award came alongside several social value initiatives, including our partnership with Sustainable Advantage and the clothing company Fat Face. Working with both organisations, we secured 800 items of clothing and distributed them via our regional services to people who needed them, including people sleeping rough over the winter. This partnership working was commended at the National Recycling Awards in the Social Value category.

We also have a partnership with the print-services company Apogee and their Print Releaf initiative. As part of Print Releaf, the paper we use for printing and photocopying is offset by trees planted in the Amazon rainforest, which helps us to reduce our environmental impact. Through Print Releaf, we planted 891 new trees between April 2020 and April 2021, bringing our total number of trees planted up to 1,736.

These initiatives recognise that every action and decision we take as a charity has an impact on the communities around us. By putting social value as a thread running through everything we do, we can change the way society accounts for value, reduce inequalities, and help to create more sustainable and resilient communities.

Every action and decision we take as a charity has an impact on the communities around us.



Our new relationship enables us to share resources and expertise to do even more for the people who use our services.

Working with Bounce Back to give people a fair chance

This year we were excited to begin working with Bounce Back, a charity that believes in giving a fair chance to people in and leaving prison. Bounce Back shares our commitment to helping people live life to its full potential.

Our new relationship enables us to share resources and expertise to do even more for the people who use our services and support them into a new stage of their lives.

Bounce Back works with people leaving prison to prepare them for employment on release. They provide training and support and offer employment opportunities in a variety of painting and decorating jobs in and around London.

Founded in 2011, Bounce Back deliver training and qualifications in construction industry skills in prisons and in the community. Since they started, they have worked with over 3,000 people to support them through their journey from prison and help them prepare for their release.

Working together we will support Bounce Back to engage and train more people into employment. We will learn from their experience and expertise to grow the employment, training and learning offer across all Change Grow Live services.

Together we look forward to giving the people who use our services the best possible experiences and opportunities in life.



Since their beginnings, Bounce Back have worked with over 3,000 people to support them through their journey from prison and help them prepare for their release.

3,000

Telling our story

A story from a young person supported by one of our services

Our Hidden Harm services support children and young people who have been affected by someone else's drug or alcohol use. They empower children and young people to cope with difficult family situations and feel stronger in themselves.

My parents got a divorce and Mum's drinking escalated. The first incident I remember was when I found her unresponsive on the stairs. In the years that followed it got worse and whenever I said anything my family told me I was being controlling.

Mum would tell me that I was lucky, she put a roof over our heads, how could she be abusive and an alcoholic if she was going to work and taking us to the doctors.

I was belittled, locked out the house late at night, laughed at when I cried, and then the next day I would be expected to act as if all was fine. I went to school for help, but they saw a functioning middle-class woman. I stopped trusting those who were supposed to help me after that.

I was in and out of mental health services throughout my adolescence. Social services got involved but closed the case quickly and we were back in the same position. My mental health worker also disappeared without warning.

Thankfully, my Change Grow Live worker had started regularly meeting with me by then, and the support they have provided has been invaluable. Just having someone who believes you and listens to you is vital. I've learned that it's never your fault, no matter what the other person is telling you or how you're made to feel.

After being failed by so many adults, I'm beginning to trust those people who are supposed to be helping me again. Lockdown would have been a lot harder without my Change Grow Live worker.

Now I've got an offer from the university of my choice. I get to leave and go to university, and I get to choose who I spend my days with. That was something I had been aiming towards for a long time, and it still seems a little surreal.





Khayra

Khayra volunteered as a mentor to people in custody and in the community throughout the pandemic. She has just begun a new paid role with Change Grow Live supporting young people as an Intervention Worker.

Celebrating our amazing volunteers

Despite facing many challenges themselves, our amazing volunteers have continued to support and help others. In fact, over 70% of our volunteers were still active throughout the pandemic. Many of our services have said that the dedication and enthusiasm of their volunteers were essential in making sure people continued to get the support they need.

"The last year has encouraged us to look at what the volunteer experience is at Change Grow Live. We've learned to have a more personalised conversation with each person that focuses on where they are on their journey and what they can give. We've found that people have new and inventive ways to help and support others, and entrusted them to put these ideas into practice."

Chris Benfield, Head of Volunteering & Accredited Learning

We believe in supporting our volunteers to develop new skills, and during the last year:

700
new volunteers joined Change Grow Live

300
people took accredited regulated learning courses to gain new qualifications

127
volunteers joined us as paid members of staff



Across Change Grow Live, volunteers have continued to give their time, but they've also been coming up with new ways to help and support others. Here are just a few of the ways our volunteers have gone above and beyond to make a difference:

In Brighton, Jon Wilde has been offering phone befriending for anyone who has needed a chat in difficult times. He also runs mindfulness sessions. Jon has now joined Change Grow Live in a paid role supporting others as a Recovery Champion.

In the Midlands, Leanne Sheppard has been finding creative ways to give back as a community mentor. Leanne has collaborated with other charities throughout the pandemic, to make sure women leaving prison have much-needed clothing and toiletries.



In East Lancashire, Jackie Scott has been leading the way on delivering volunteer and peer led training to people using the service. This is the first time this has been done at Change Grow Live, and the feedback has been very positive. Since then, Jackie has begun a new paid role as a Recovery Coordinator.



In Hull, Alan Yates has been praised by his service for his contribution as an Independent Visitor. Alan meets with children and young people in care and offers them a chance to take part in activities in a friendly, non-judgemental atmosphere.



Bianca

Bianca began volunteering with our Birmingham service in March 2021. She has already had the chance to learn a great deal while supporting people both remotely and face-to-face.



Richard’s story

There are lots of stories like mine, and they all deserve to be shared. I’m 51 now and I had been using substances since I was a teenager. Around two years ago I was on a prescription to try and give up substances, but I’d hit a wall. I felt like I had no future and was struggling with moving ahead.

Last year my Recovery Coordinator, Fiona Bamford, recommended that I become a service user representative.

I didn’t think volunteering would be my way forward, but it turns out it was the best choice I ever made in my life. I’ve never been happier, I feel good, and that’s enough. In December I had my first ever Christmas with no substances in my body, and I never thought I could live like that.

The backbone of all of that has been the work I do at the Mansfield Change Grow Live office. I help with the needle exchange, I give harm reduction advice, I run four peer support groups a week – two of them over Zoom. I wasn’t too keen on Zoom at first, but the amount of people we can reach who wouldn’t usually be able to get to groups is amazing. But we still have face to face too. On Wednesdays we meet up for a walk outside at the park or the local nature reserve. Now I love what I do, I love who I do it with.

I got involved with the National Lived Experience Group as well. I felt totally out of my depth at first, but they’re really supportive and loving. Through National Lived Experience Group I’ve taken part in the Lunch with Russ and Mark broadcasts, I’ve spoken to staff about my experience with Change Grow Live, all sorts.

I would have loved to stay in the group, but I can’t because I’ve just got the role of a receptionist here at the Mansfield service. It’s only the second job I’ve ever applied for in my life. I’m still stunned that I got it! I couldn’t have done it without the people around me, everyone from the people here at the service to everyone at National Lived Experience Group.

What people have done is show me I can be a decent human being. The things that are most important to me are my own change, my self-growth and development. If I’ve got that, I can go and do and be anything I want.



Non-judgemental drug advice for young people

During the first national lockdown, we began to see a rise in unauthorised large gatherings of young people where substance use was common.

We want to be open and compassionate in our conversations with young people, so we asked them about these issues in a non-judgemental way. We learned that young people intended to carry on attending these events, but that they also wanted advice and guidance that helped them to stay safe.

Our young people's service in Derbyshire had already begun to discuss how we could educate young people around harm reduction at these types of events, but they quickly realised a national approach was needed.

We put together a panel who reviewed what we'd learned and decided our priorities should be education and harm reduction. Without the proper safety infrastructure you would find at an organised festival or live event – on-site access to drug testing, first aid and emergency service, for example – young people would be more reliant than ever on their peers to keep each other safe.

The Help Your Mate campaign came together to address these concerns and help young people support each other.

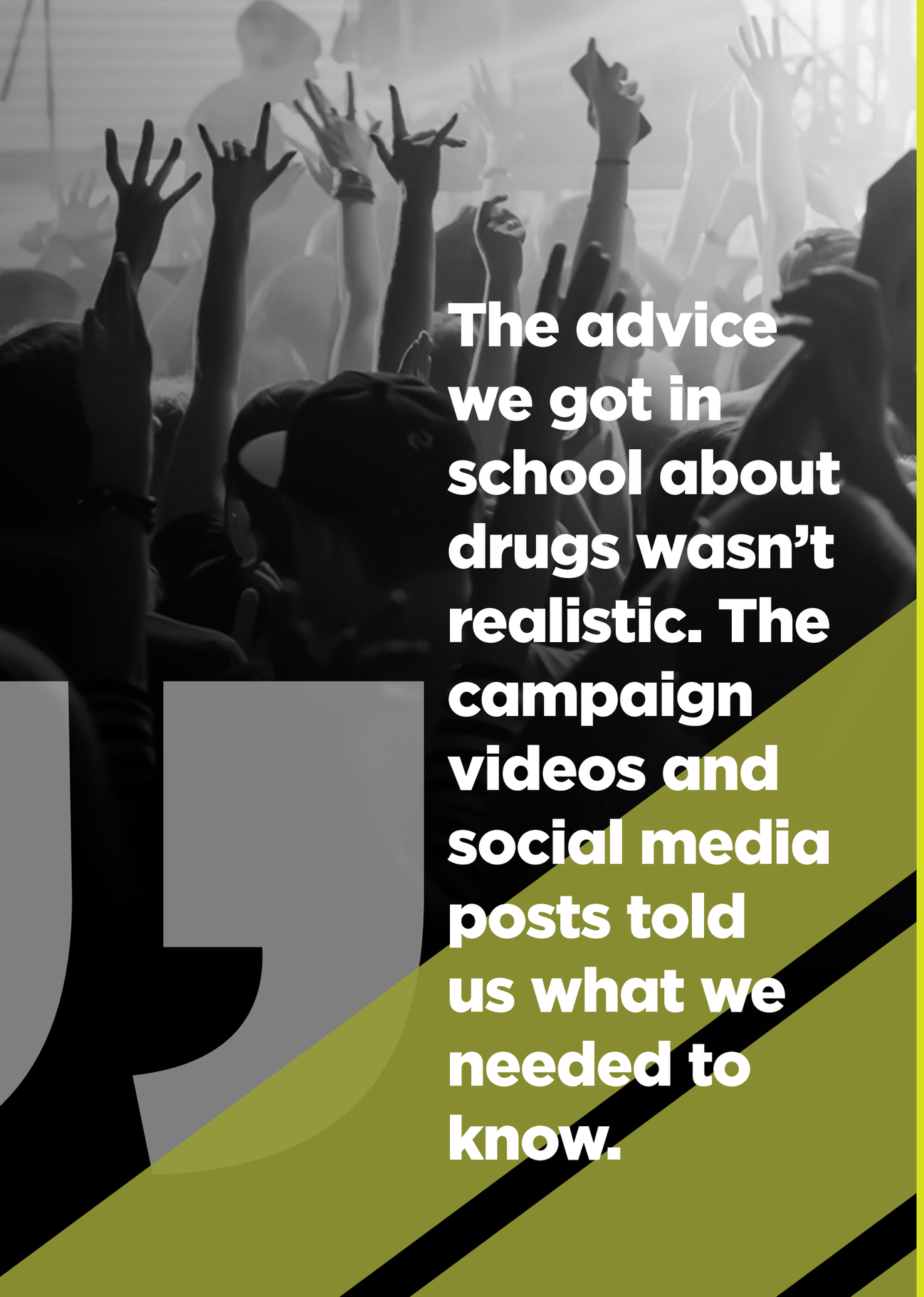
Launching the campaign

To make sure our campaign spoke to its target audience, we gathered together a group of young people aged between 16 and 25 years old from across the country to find out what advice and guidance they were looking for, and how they would prefer to engage with it.



HELP YOUR MATE

I couldn't believe it when I saw the campaign come up on my Instagram. It's the first time I have seen drug related content that I actually wanted to engage with.



The advice we got in school about drugs wasn't realistic. The campaign videos and social media posts told us what we needed to know.

With their help, we came up with six key areas of advice:

- **Before you go out**
- **Ketamine**
- **MDMA**
- **Cocaine**
- **NOS (Nitrous Oxide)**
- **Comedowns**

We put together advice and guidance obout all of these areas, but we also knew we needed to reach a young audience who may never seek out or engage directly with any of our services.

To help us do this, we created brand new video content and arranged to have staff members trained by an influencer to promote content on Tik Tok effectively.

We released video content and social media posts on each of the 6 key messages on a week-by-week basis. The performance of our posts would be measured and compared against alternative versions of the same post, and our approach would be adjusted to increase our reach. We also shared the campaign pack with partners from across the sector, so they could support and promote the campaign alongside us.

Digital analytics of our content showed that more young males engaged than young females. Posts that had imagery of the substance itself, as opposed to a photo of young people, performed better too.

During the six week campaign we had nearly 20,000 hits on the Help Your Mate advice web page, and social posts on our national channels alone reached nearly 150,000 people.



The number of hits on our advice page came close to

20,000

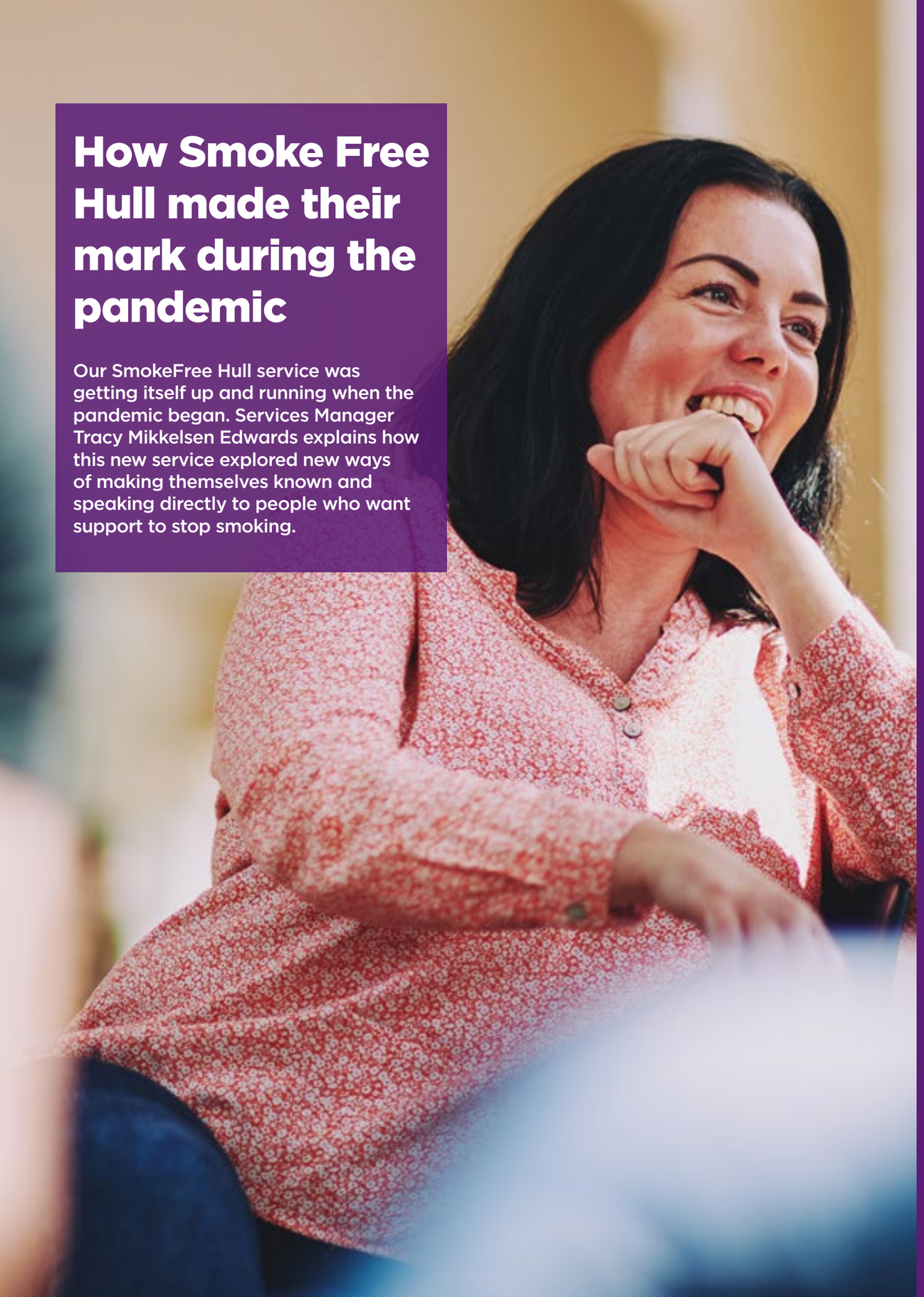


The number of people we reached with our social posts came to almost

150,000

How Smoke Free Hull made their mark during the pandemic

Our SmokeFree Hull service was getting itself up and running when the pandemic began. Services Manager Tracy Mikkelsen Edwards explains how this new service explored new ways of making themselves known and speaking directly to people who want support to stop smoking.



Our service only went live in October 2019, so we were still in the early stages of rolling everything out when the pandemic hit. We had to completely overhaul our model and be very dynamic and innovative in terms of what we were delivering.

Like other services, our biggest challenge was adapting to working remotely. As a fairly young service, we had to get used to using new technologies like Zoom and building relationships as a team when we couldn't be in the same building. But we also had to work out how we would bring new people into the service.

Before coronavirus, most of our referrals came from healthcare professionals. Almost all of these stopped as those professionals turned their focus to the pandemic. We knew we had to start encouraging people to get in touch with us and refer themselves, but for that we needed to make ourselves known.

We had to get creative and explore avenues that were completely new to us. Our website and social media were still quite new, so we got behind Quit for Covid, a campaign by Public Health England and Action on Smoking and Health. We engaged with their content and shared it as widely as we could, to raise awareness of the campaign while also raising our own profile.

We made sure that people across the city were made aware that we are here to help them stop smoking. We communicated with other health and social care organisations and shared our resources with them. We did radio interviews with Radio Humberside, spoke to journalists and were featured in local newspapers. We built up a catalogue of inspiring stories from people we had already helped to stop smoking, so that anyone can see someone who has quit and think, if they can stop smoking, I can stop.

These were ways of working we would never normally have tried, especially if our referrals were still coming from other healthcare professionals. We had to adapt to the unknown. Now, most of our referrals into the service are people who have referred themselves. I'm very pleased to say that we hit the targets we set for ourselves early on, and we're going to carry on with this approach in the future.

We're going to continue to build and speak directly to people who want support to stop smoking. We'll let them know we are here, and anyone who needs a hand can reach out to us. **It comes down to being bold, to have the courage to try something new**.

18 of our existing substance misuse services have secured funding from the Ministry of Housing, Communities & Local Government and Public Health England to better support people who are rough sleeping:

- Barnet Substance Misuse Service
- Drug and Alcohol Service, Birmingham
- Brighton and Hove Recovery Service
- Drug and Alcohol Service, Cambridgeshire
- Drug and Alcohol Services, Camden
- Ealing RISE
- New Direction Drug and Alcohol Recovery Service, Lewisham
- ResoLUTiONs
- Adult and Young People's Drug and Alcohol Service, Manchester
- Rise Newham
- Substance to Solution, Northampton
- Aspire Recovery Service, Peterborough
- Preston, Inspire North and Central Lancashire
- Drug and Alcohol Service, Reading
- Drug and Alcohol Support Service, Southampton
- STARS Southend Treatment and Recovery Service
- Drug and Alcohol Service, Southwark



Welcoming new services

We are delighted to have welcomed several new services and projects to Change Grow Live. Here are some of the new services we began to deliver during the year.

Aspire Havering
This new substance misuse service offers support, guidance and treatment for anyone experiencing issues with drugs or alcohol in Havering.

Brighton and Hove Street Outreach Service
This service is supporting homeless people by helping them move away from the streets and find lasting solutions around accommodation and various other challenges.

Be Smoke Free, Manchester
Working closely with partner agencies, Be Smoke Free offer advice and guidance on changing habits and behaviours, as well as nicotine replacement therapy to support people as they stop smoking.

Waltham Forest Assertive Street Outreach
This new, proactive team within our Waltham Forest substance misuse service works with people sleeping rough to help them access support around housing and their mental and physical health.

Sussex Domestic Abuse Complex Needs Navigator
We have received funding for one of our staff to work with perpetrators of domestic abuse who have substance misuse needs. The Complex Needs Navigator will bring services from across Sussex together to help people make positive change.

We also retendered several existing services during the year, and we are delighted they will be helping us to offer support and guidance.

The Alcohol Service, Hammersmith and Fulham, Kensington and Chelsea, Westminster
This London based service will continue to do vital work to support people affected by alcohol across multiple boroughs.

The Base, Kirklees
In Kirklees, The Base will continue to provide friendly, non-judgemental support to people aged 21 and under around drugs, 'legal highs' and alcohol.

Children's Rights Service, Derby
This service will carry on its work matching up young people with Independent Advocates and Independent Visitors to ensure their voices are heard and respected.

Domestic Abuse Service, East Sussex
Domestic abuse can affect everyone differently, which is why this service provides wide-ranging support to anyone aged 16+ affected by domestic abuse and violence.

South Yorkshire Appropriate Adult
We will continue to train and support volunteer Appropriate Adults so they can ensure young people and vulnerable adults are being treated fairly and with respect during police interviews.

Financial review

Change Grow Live reports consolidated income of £220.1 million for 2020-2021 (2019-2020: £219.1 million), an increase of 0.5%.

Consolidated Net Assets and Consolidated Total Funds amount to £37.8 million (March 2020: £33.5 million), including cash balances, which increased to £51.3 million (2019-2020: £50.1 million). Maintaining a healthy balance sheet continues to form a primary objective of the financial management of the Charity.

On 29th July 2020, Change Grow Live became the holding company of Bounce Back Foundation Limited. The results of this company, and its subsidiary Bounce Back Project Limited, are included in the consolidated results.

Principal funding sources of the group are explained in Note 1 to the financial statements.

Consolidated total resources expended, including direct costs and support costs, reduced by 0.6% to £213.8 million (2019-2020: £215.2 million), representing 97.1% of contract income (2019-2020: 98.2%). There have been both significant cost increases and significant cost reductions as a result of the pandemic, with the net impact being marginal.

We have continued to adapt our working practices in line with the changing conditions created by the pandemic, with the safety of our employees and clients at the centre of these changes. We have continued to support our clients and provided additional support and help where needed.

Our commissioners and customers have continued to support us throughout this period, and we have been able to manage our additional costs and the uncertainty presented by the pandemic.

The consolidated operating surplus ('Net incoming resources before other recognised gains/losses') on the Statement of Financial Activities is £6.3 million (2019- 2020: £4.0 million) representing a 2.9% return on income (2019-2020: 1.8%).

The Trustees have reviewed the financial position and risk management policies together with factors likely to affect future development, including the challenging prevailing market conditions. The financial impact of coronavirus was at the centre of these discussions. The Trustees are of the opinion that this is an appropriate level of surplus and reserves generation and the group has adequate resources to continue in operation for the foreseeable future.

Reserves policy

The group has accumulated total reserves of £37.8 million (March 2020: £33.5 million) of which £36.0 million (March 2020: £32.1 million) are Unrestricted as a result of generating annual surpluses on its activities, with £1.8 million (March 2020: £1.4 million) being Restricted funds. Within the Unrestricted funds £7.7 million (March 2020: £7.9 million) is designated to represent the net book value of fixed assets, with the balance being Free Reserves £28.3 million which includes a pension deficit of £3.9 million (March 2020: £2.8 million). There are no other designations, restrictions, commitments or fixed asset programmes affecting the reserves.

Reserves are also underpinned by liquid cash balances, which provide essential working capital funding for day-to-day operating costs, supporting the delivery of the Charity's objectives in an efficient and cost-effective way.

Consolidated Free reserves stand at £28.3 million (March 2020: £24.2 million) and are defined as total unrestricted reserves (£32.1 million) less unrestricted fixed assets (£7.6 million) and their related loans (£0.1 million). This level of Free reserves represents 6.9 weeks (2019-2020: 5.7 weeks) of total resources expended.

Whilst the level of Free Reserves is an indicator in the sector, in addition the level of Unrestricted Reserves requirement is reviewed periodically by the Audit and Finance Committee. They assess the level of Unrestricted Reserves required in the event of an orderly wind down, such that liabilities arising in this scenario can be settled and Trustee obligations satisfied. This analysis, and the various detailed assumptions underpinning it, derive a cost of exit of some £15 million (March 2020: £15 million) which is defined as the Minimum Reserves Requirement. This compares to Free Reserves of £28.3 million at March 2021. The total reserves, which are also reflected within the overall cash balances, provide working capital funding in an efficient, cost-effective way to meet the Charity's ongoing liabilities, as well as providing protection against unforeseen expenditure and capacity for costs incurred in furthering the objectives of the Charity.

In considering the level of reserves, the Audit and Finance Committee ensures that the level is appropriate for the continued ability of the Charity to meet its objectives in the current uncertain funding environment. This includes reviewing key factors alongside the budgeting and forecasting process including income and its volatility; expenditure and its flexibility; accessibility of reserves; and sensitivities and risk around the planning assumptions made. This is an organic process and recognises that both strategic and financial planning informs the review of the level of reserves and will change as the environment in which Change Grow Live operates.

The Trustees are therefore of the opinion that the level of reserves is acceptable and will also provide sufficient financial mitigation should Change Grow Live encounter adverse conditions in its market. On this basis, the Trustees also consider that Change Grow Live has adequate resources to continue the business for the foreseeable future.

Cash reserves

Change Grow Live maintains liquid cash balances in order to ensure that on-going cash flow requirements are met. Surplus funds, over and above that requirement, are invested in term deposits with A rated banks, with maturity periods considered acceptable in relation to the potential need for accessible funds. Change Grow Live's credit policy requires that the Charity should meet minimum credit rating requirements

to ensure that, as far as possible, the organisation is covering its risk of any capital loss. Income from investments in the year represents interest earned on these cash deposits and reflects the continued low interest rates during the year. The investment returns that are available are exceeded by inflation. The Trustees remain satisfied this is a prudent policy that serves the cash flow requirements of the organisation but have asked senior management to continually assess alternative utilisation of cash reserves.

Going concern

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. The financial impact of coronavirus was central to these assessments. Our trustees have concluded that, following the reconfiguration of service delivery, incorporating social distancing and other safeguarding measures alongside the ongoing monitoring of financial performance and risk management, it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Pensions

We participate in a number of pension schemes, partly driven by the schemes associated with the contracts that we operate. Where these schemes are structured as funded defined benefit schemes, regular actuarial valuations are undertaken, and appropriate financial recognition is made.

Currently, LGPS and SHPS scheme valuations show deficits of £3.8 million (2020: £2.8 million). These deficits are expected to be funded either by increased regular employer contributions, or by "payment plans", which require additional employer contributions over a period of time.

Provisions for these liabilities are made in the accounts of Change Grow Live, which reduce the reserves that are available for investment. The financial position of our pension schemes is taken into account in our planning and in contracting decisions made.



Our aspirations for 2021-22

Financial measures

Change Grow Live has set a budget for 2021-2022 that includes currently held service contracts and a small number of potential contracts. Given the ongoing pandemic there is uncertainty around any potential changes in the scale of the health and social care sector. Our structure continues to be flexible enough to react to any future changes.

Service and organisational development

We will continue to develop safe and effective services, folding in the positive aspects of our experiences during the pandemic. We have been able to make improvements to our culture during the pandemic, and we will continue to support our staff and volunteers in their development during the 2021-22 year. As part of this development, we are investing in our Senior Leadership Team.

Quality and governance

During 2020-21 we undertook a review of our governance, with the support of the Good Governance Institute. While this review gave rise to some very positive feedback, we believe that there is always room for improvement. We will continue to develop and enhance our governance and the quality of our service delivery.

Clinical

For the Clinical Team, the review reflects the ambitions of the Dame Carol Black report and was also carried out in anticipation of Integrated Care Systems.

Phase 2 of Medication Assisted Treatment (MAT) will combine medication with psychological and social support. It will include clear governance, policy and delivery of our psychosocial interventions and will use a trauma-informed approach that considers equity, diversity and inclusion.

Our hepatitis C strategy will be focused on providing support to hard to reach communities.

Finally, the Clinical Team will prioritise on a new partnership with community pharmacies. The redesigned partnership will focus on quality and deliver a wider range of services more accessible to everyone who uses our services.

Research

We have now created a separate and distinct research function within our structures and aim to spend greater time on understanding the impact of the pandemic, including working with our external research partners and collaborating with other organisations within our sector.

People

During the Covid19 pandemic we have implemented more flexible and agile working practices than ever seemed possible, including remote working for many in the organisation and increased digital interventions for the people who use our services. We are continuing to explore the best practices we learned from the pandemic, and how we can maintain and enhance them for the benefit of all our people.

In the first quarter of 2021, we completed the first pilot of our Developing Together programme. Developing Together creates the conditions and culture for our people to be the best they can be. The aim of the programme is to bring colleagues closer together and explore what trust, connection, collaboration and belonging mean. Following a full evaluation of the pilot, the programme will be rolled out further. We are also developing a programme for our leaders to equip them as fully as we can to keep steering Change Grow Live in the right direction in the interests of our beneficiaries. As part of this work we will also define and design our end-to-end people processes as they relate to: Succession Planning, Talent Management, and Career Pathways.

Digital innovation

The pandemic accelerated a number of digital projects as we created stronger digital enablement to facilitate remote ways of working. Our digital transformation will continue and we have ambitious plans to further enhance our digital landscape.

Equality, diversity and inclusion

The beginning of 2021 saw the appointment of Simone James, our new Director of Inclusion. We will weave Equality, Diversity and Inclusion (EDI) as a golden thread through all that we do with Change Grow Live, being an organisation that goes beyond compliance to become an example of what great EDI should look like.

The number of forums and Inclusion Leads within services has increased in the last year. More conversations are taking place across the organisation within service meetings and in separate EDI focused forums.

Over the coming year we will be creating an organisational vision with our EDI networks, which will set the conditions for collaboration and go on to inform our further ambitions.

Our ambitions are to help shape our culture with our values and drive diversity and inclusion in the workplace. We want our people to contribute to and support change whist feeling valued and supported. We want Change Grow Live to be an organisation that is not just diverse but referred to as an example of what great EDI should look like.

Service user involvement

Over the last 16 months it has been more important than ever that the people who access our services were able to play an equal and active role in what we do.

Service user involvement continues to enable and empower those affected most by the work we do. Our ambition is to amplify what we have learnt and work together with all individuals accessing our services so that their voices are at the heart of everything we do.

Principal risks and uncertainties

The pandemic has changed our ways of working. Some of these changes will remain in place for many years to come — not because of the length of the pandemic, but because these changes have proven beneficial to the people that use our services.

There is uncertainty around the changes that may arise from the Dame Carol Black review of drugs. We welcome the review and are confident in our ability to respond to any changes.

The upcoming introduction of Integrated Care Systems will change the environment and system we operate within. We are working with a variety of organisations to plan for these changes and are confident that we can respond in ways that will best serve the communities in which we operate.

Our risk management systems have been reviewed and refined, partly to reflect the learnings from the pandemic, but also to be suitable for the future. Our approach to risk has been refreshed and we believe we are able to better assess risks and incidents as a result of the improvements made.

The Board and its committees review the current risk register regularly and ensure all emerging or unforeseen risks are immediately addressed. The Quality and Performance committee conducts an in-depth review of risk registers at its meetings and reports by exception to the full Board. In addition, the Board conducts a bi-annual review of strategic risks affecting the organisation.



Risk	Mitigation and management
Failure to safeguard children and 'at risk' adults	Safeguarding embedded in all governance structures and plans across Change Grow Live with industry leading policies, Change Grow Live safeguarding case management module and appropriate induction and training of staff.
Failure to appropriately train and equip our workforce	A comprehensive workforce learning and development strategy for staff and volunteers in all areas of activity. Significant investment in staff tools and resources including IT and digital.
Failure to prevent 'amenable' deaths	Dedicated mortality reduction programme. Oversight of clinical practice and clinical governance policy from the Quality and Performance Committee and Medicines Management Group. Quarterly analysis of prescribing errors with action plans.
Organisational financial performance	Detailed and ongoing operational and financial monitoring of financial position and project performance. Audit and Finance committee scrutiny, including analysis of the contractual implications of bid opportunities and retention of appropriate levels of reserves.
Organisational contractual performance	Internal contractual, governance and performance management systems, including operational performance dashboards, quality improvement tool and service improvement plans.
Failure to secure new business and diversify into new markets	New business strategy and work plan.
Failure to comply with regulatory frameworks	Clear governance and supervisory structure in all operational and specialist areas with full training for staff.
Failure to protect our reputation	Safe and effective quality assurance framework and crisis communications plan. Oversight from Brand and Business Development Committee.
Failure to safeguard our data	External scrutiny of practice, security systems and processes via British Standards Institution and ISO. Compliance with NHS Data security protection toolkit, internal audit, control and business continuity processes.

Structure, governance and accountability

Constitution

Change Grow Live is a company limited by guarantee and governed by a Memorandum and Articles of Association that determine its legal framework. Change Grow Live has a Code of Governance that identifies the values and expectations that control the conduct of its affairs.

The financial statements consolidate the results of the Charity and its subsidiary companies including Change Grow Live Services Ltd, The Secret Space, Bounce Back Foundation and Bounce Back Project Ltd, all wholly owned subsidiaries of Change Grow Live (note 18).

Charity's objects

The Charity's Objects are detailed in the Memorandum of Association and are:

- to relieve sickness and to advance the education and training in particular of all persons (and members of their families) who:

  — have committed, or are likely to commit, a criminal act or acts; or

  — have been, or are, or are in danger of becoming substance misusers; or

  — have been, or are, or are in danger of becoming addicted to or dependent upon drugs of any description including without limitation on the generality of the foregoing illegal drugs, alcohol, solvents or other addictive substances; or
  — have been, or are, or are likely to become victims of domestic abuse; or

  — have been, or are, or are likely to become homeless; or suffer mental ill health; or

  — have suffered a legal restriction on their liberty in any penal or correctional establishment;

- to promote for the public benefit the prevention of criminal acts and of drug abuse and substance misuse and of homelessness;

- to promote for the public benefit the protection of people and property from criminal acts and the effects of drug abuse and substance misuse;

- to relieve poverty in particular, but not exclusively, through the provision of housing;

- to advance the education of the public by promoting study and research into homelessness and all aspects of and methods of crime prevention and delinquency and the prevention of drug abuse and substance misuse and to disseminate the useful results of such research;

- the promotion of charitable purposes within the member countries of the European Union, for the advancement of education, the protection of health, the relief of poverty, sickness and distress and to reduce substance related harm to the individual and the wider community;

- to undertake such other activities as are charitable.

Charity governance code

The trustees have embraced the Charity Governance Code, which sets out the principles and recommended practice for good governance within the sector. To support our continuous improvement, we commissioned an independent review from the Good Governance Institute. The Board of Trustees is satisfied that Change Grow Live applies the principles of the code within its current Governance arrangements which are regularly reviewed and updated.

Board of trustees (Directors)

Duties and Responsibilities

The trustees (directors) of the Charity, must act in accordance with a set of general duties. These duties are detailed in section 172 of the UK Companies Act 2006 which is summarised below.

A director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefits of its members as a whole, and in doing so have regard (amongst other matters) to:

a. the likely consequences of any decision in the long term

b. the interests of the company's employees

c. the need to foster the company's business relationships with suppliers, customers and others

d. the impact of the company's operations on the community and the environment

e. desirability of the company maintaining a high reputation for high standards of business conduct

On joining the board of trustees, a new trustee will be briefed on their duties and will be offered formal training from an external advisor. It is important to recognise that in a large charity such as ours, the trustees partly fulfil their duties through a governance framework that delegates day-to-day decision-making to the Executive Leadership team of the charity. Details of this can be found in our Governance Framework on pages 83 to 86.

The trustees consider that they have fulfilled their obligations under section 172. The following summarises how this has been achieved.

Risk Management

We operate in an uncertain and challenging service delivery environment with stringent requirements. It is therefore vital that we effectively identify, evaluate, manage and mitigate the risks we face and we continue to develop our approach to risk management.

For details of our principal risks and uncertainties, and how we manage our risk environment please see pages 77 to 78.

Statement of engagement with our employees

People are at the heart of what we do in terms of our employees and our service users. We believe in people and our culture and values are fundamental to the successful delivery of our services. With this in mind the development and investment in our people is integral to our charity.

A sub-committee of the board, the HR Committee, oversees the management and development of our people, including external assessment through Investors In People.

For further details on people please see pages 75 to 76.

Statement of Change Grow Live's Business Relationships with Suppliers and Other Stakeholders

We recognise the importance of engaging with our commissioners, professional bodies and other organisations both within our sector and outside of it. We work closely with Public Health England and the NHS on a range of issues and activities. We are active members of Collective Voice, the national alliance of drug and alcohol treatment and recovery charities. These relationships have been particularly important during the coronavirus pandemic.

We value all of our suppliers and have multiyear contracts with our key suppliers, adopting a partnership approach where possible. We use framework agreements to enable a wider supply chain and we work with a range of Social Enterprise suppliers. Our close working relationships with suppliers has served us particularly well during the pandemic, specifically in the sourcing of personal protective equipment used by our frontline staff.

Community and environment

Our Believe in people approach addresses all the factors that impact on individual health and wellbeing and contribute to strong and cohesive communities. We aim to leverage our expertise and enable employees to support the communities around us. This is measured through our Social Value Impact and underpins our service delivery.

In addition, we actively monitor our energy usage and our carbon outputs and seek to use utilise goods and services that reduce carbon outputs.

During the Coronavirus pandemic we focused on ensuring essential services were able to continue and scaled back our non-essential services. Some buildings were temporarily closed or run with skeleton staff. The majority of staff worked remotely in accordance with government guidelines. The impact on energy used during the reporting period is reflected in the consumption data provided. We are committed to sustainability and have a dedicated team who ensure that this weaves through everything we do now and in the future.

	2021	2020
UK Energy use (kWh)	**12,669,403**	**15,756,688**
Associated greenhouse gas emissions (Tonnes CO2 equiv (TCO2e))	**2,637**	**3,451**
Intensity ratio emisions per FTE (TCO2e/FTE)	**0.65**	**0.92**

Associated greenhouse gas emissions have been calculated using the greenhouse gas emissions protocol method.

Maintaining a Reputation for High Standards of Service Delivery

As an organisation, we operate within an ethical framework which forms the basis of our decision making. This is formally governed throughout our Governance Framework. Further details on this can be found on pages 83 to 86.

Operating within a regulated sector, we work closely with our regulators to ensure that our service delivery is of the highest possible standard.



Governance framework

Operation of the Board

Trustees are recruited to the Board via a recruitment partner. This partner is usually chosen as part of a competitive tender process to ensure fairness. Recruitment partners use a full and detailed brief to identify potential candidates with the required skills and experience to fulfil our organisational strategy. The full recruitment and selection process includes interviews and project visits.

The skillset of the Board is reviewed on an ongoing basis by the Chair and Vice-Chair and forms part of the standard discussions at the HR Committee. We seek to recruit Board members who share our values and reflect gender and ethnic diversity.

All trustees receive a full induction and participate in on-going training events. Trustees regularly visit projects to review service delivery and the implementation of strategy and policy.

The Board meets at least four times a year and also holds two strategy development days. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Day-to-day management is delegated to an Executive Management team led by the Chief Executive. Responsibility for review of the periodic management accounts and the annual financial statements is delegated to the Audit and Finance Committee.

Other specific responsibilities are delegated to four sub-committees. These committees meet regularly to provide in-depth analysis, scrutiny and oversight into the full range of the charity's activities. The sub-committees provide detailed reports and recommendations to the full Board which help fulfil the risk management requirements and due diligence processes of the Board.

Board Sub-Committees

Audit and Finance Committee

The committee advises the Board on matters relating to: financial risk management and internal control; internal and external financial audit; financial management; large capital expenditure, investments, mergers & acquisitions; and IT quality in regard to financial reporting, operations and cyber risk.

Quality and Performance Committee

The committee advises the Board on Change Grow Live's processes for ensuring the safety, effectiveness and quality of all clinical and social care service delivery and promoting continuous improvement through a learning culture. This includes overseeing evidence-based practice and protecting children, young people and adults from abuse and harm.

The committee monitors legal and regulatory compliance. They analyse incidents, lessons learnt and subsequent remedial and preventative actions, including the reduction of preventable deaths. The committee also oversees organisational risk identification and management. They oversee and sign off research undertaken by Change Grow Live and escalated by the Research Oversight Group.

Brand and Business Development Committee

The Brand and Business Development Committee is charged with ensuring that strategic brand, marketing and business development issues are appropriately identified and managed.

Human Resources Committee

The Human Resources Committee advises the Board on: the annual compensation and pay strategy of the Chief Executive, executive members and staff; the recruitment, induction, and tenure of trustees; strategic and operational HR matters; workforce development; service user involvement; and health and safety.

Remuneration

Remuneration is set within the overall context of the purposes, aims and values of the charity and with recognition of the impact pay levels have on the wider pay policy of Change Grow Live.

Setting remuneration levels is ultimately the responsibility of trustees. This function is delegated to the Human Resources Committee, which reviews the recommendations of the Chief Executive in relation to rewards for senior staff and directly sets Chief Executive pay.

Retention, recognition of performance and motivation are among the key considerations and principles used in setting remuneration levels, as are:

- the types of skills, experience and competencies needed to undertake the role;
- the scope, size, complexity, demands and levels of responsibility of the role;
- changes in the nature, size, complexity, demands and levels of responsibility;
- individual performance in the role against business plan targets and personal objectives along with Change Grow Live's overall performance;
- market scanning of other organisations' pay and remuneration policies and levels.
- Change Grow Live's ability to pay;
- the impact of any pay award on the wider organisation and the reputation of the charity.

Senior staff salary and performance reviews are undertaken in March of each year to coincide with the end of the financial year. Other staff pay is reviewed in October of each year. The process of setting executive salaries involves the Chief Executive reviewing individual performance with each member of staff and reporting to the Remuneration and Nominations Committee.

Our commitment is to narrow and ultimately eradicate any gender pay disparity within the organisation. We do not pay contractual bonuses to any staff and are pleased that significant progress has been made over the last three years to reduce pay discrepancies at both median and mean rates.

Public benefit

The Charities Act 2011 requires all charities to explicitly consider how their charitable aims are carried out for the public benefit. The Board of Trustees must:

- ensure they carry out the aims of Change Grow Live for the public benefit;
- have regard to the Charity Commission's guidance on public benefit; and
- report on Change Grow Live's public benefit in the Trustees' Annual Report.

The Board of Trustees has considered these requirements alongside Change Grow Live's aims and activities, all of which are detailed in this report. The Board is satisfied that Change Grow Live has charitable aims that are carried out for the public benefit, in particular:

- the benefits to individuals, families and communities (and hence the public) are clear and in line with Change Grow Live's aims;
- the beneficiaries are entirely appropriate to the aims;
- there is no unreasonable restriction to accessing Change Grow Live's services, either by poverty, any requirement to pay fees, any geographic restriction or the provision of services only for certain sections of the public; and
- there is no private benefit.

In arriving at this conclusion, the Board of Trustees also had regard to the Charity Commission's guidance on public benefit.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Modern Slavery Act 2015

Change Grow Live is committed to meeting the requirements of the Modern Slavery Act. Our Equality, Diversity and Inclusion policy sets out our processes for ensuring that modern slavery in any form does not go undetected in our recruitment process or our business and supply chain. Our commitment to equality and human rights extends beyond compliance with legislation. We also invest in ethical practice at every level of our activity.

Other Change Grow Live policies and procedures that relate to the protection of victims of slavery and human trafficking are the Safeguarding Adults Policy, the Safeguarding Adults Toolkit, and the Child Sexual Exploitation Guidelines.

Statement of trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;

  and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the group will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the group 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 group's auditor is 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 auditor is aware of that information.

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

This report, including the strategic report on pages 10 to 76, was approved by



Mike Pringle, Chair
21 September 2021

Management and governance

Trustees

Chairman
Mike Pringle CBE
(to be succeeded by Sue Killen January 2022)

Vice Chairman
Andreas Raffel

Sheena Asthana
Rachel Atkinson
Nick Burstin
Jean Daintith
Craig Denholm
John Harris (resigned September 2021)
Rahul Jaitly
Stu McMinnies
Caroline Shuldham

Board Sub-Committees

Audit and Finance Committee
Stu McMinnies (Chair)
Mike Pringle
Andreas Raffel
Jean Daintith
Anna Puchas (Co-opted advisor)
(replaced Phil Abram)

Quality and Performance Committee
(formerly Integrated Governance Committee)
Jean Daintith (Chair)
Mike Pringle
Stu McMinnies
John Harris
Caroline Shuldham

Human Resources Committee
(formerly Remuneration and Nominations Committee)
Andreas Raffel (Chair)
Mike Pringle (departing January 2022)
John Harris
Rahul Jaitly
Paul Barry (Co-opted advisor)

Brand and Business Development Committee
Nick Burstin (Chair)
Mike Pringle
Sheena Asthana
Rachel Atkinson
Craig Denholm
Rahul Jaitly
Mark Essex (Co-opted Advisor)

Executive Management Team
Mark Moody
Chief Executive and Company Secretary

Dr Prun Bijral
Executive Medical Director
and Responsible Officer

Kevin Crowley
Executive Director
(resigned 31 December 2020)

Mike Pattinson
Executive Director
(resigned 31 July 2020)

Andrew Mondon
Chief Finance Officer

Nic Adamson
Executive Director

Bernie Casey
Executive Director

Vicki Markiewicz
Executive Director

Sue Shaw
Executive Director

Auditors
Crowe U.K. LLP
55 Ludgate Hill, London, EC4M 7JW

Bankers
Barclays Bank plc 2nd Floor, 90-92 High Street Crawley, West Sussex, RH10 1BP

Legal Advisors
DMH Stallard Gainsborough House Pegler Way Crawley West Sussex RH11 7FZ

Charity Number
England and Wales 1079327
Scotland SC039861

Company Number
England and Wales 03861209

Registered and Principal Office
3rd Floor, Tower Point 44 North Road
Brighton BN1 1YR

Independent Auditor's report

to the members and trustees of Change Grow Live

Opinion

We have audited the financial statements of Change Grow Live ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise The Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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.

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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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
- 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.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were CQC Regulations for service providers and managers, taxation legislation, employment legislation and General Data Protection Regulation (GDPR).

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing and recognition of contract income, recording the impact of CQC regulatory reviews and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

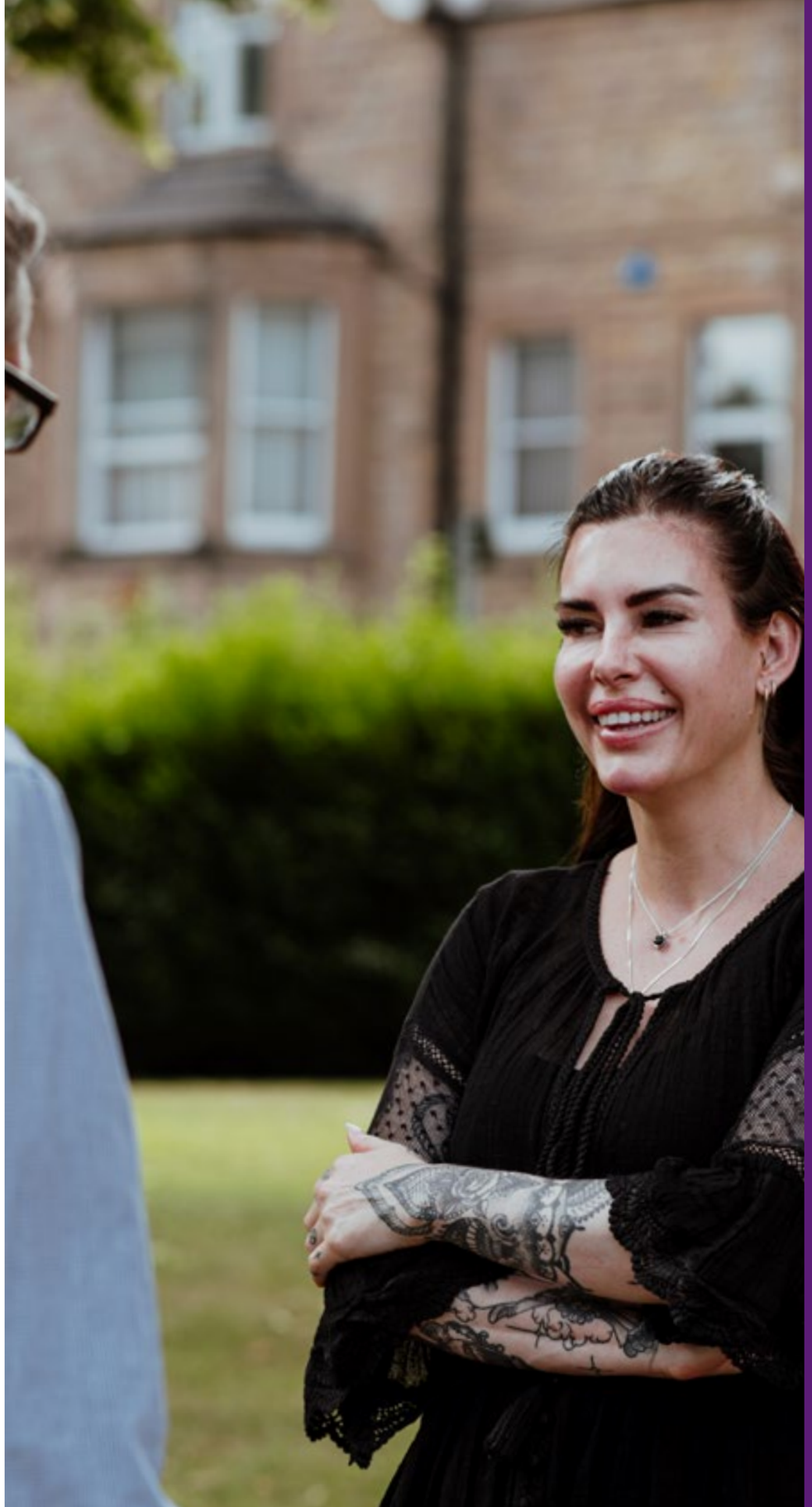
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has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

N Hashemi

Naziar Hashemi | Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP, Statutory Auditor, London

Date: 4th November 2021



Consolidated statement of financial activities

(incorporating the income and expenditure account) for the year ended 31 March 2021

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**Group Total Funds 2021 £'000**	Unrestricted Funds £'000	Restricted Funds £'000	Group Prior Year Funds 2020 £'000
Income and endowments from:							
Donations and legacies	1	248	282	**530**	45	-	45
Investments	1	204	-	**204**	269	-	269
Charitable activities:							
Health and social care services		217,563	643	**218,206**	216,742	2,064	218,806
Training and employability		1,186	-	**1,186**	-	-	-
Other income		-	-	**-**	-	-	-
Total		219,201	925	**220,126**	217,056	2,064	219,120
Expenditure on:							
Charitable activities:							
Health and social care services	3	211,429	253	**211,682**	213,888	1,275	215,163
Training and employability	3	1,967	189	**2,156**	-	-	-
Total	3	213,396	442	**213,838**	213,888	1,275	215,163
Net income/(expenditure)	2	5,805	483	**6,288**	3,168	789	3,957
Transfers between funds	11/12	-	-	**-**	-	-	
Net incoming resources before other recognised gains/(losses)		5,805	483	**6,288**	3,168	789	3,957
Other recognised gains/ (losses)							
Actuarial (losses) on Social Housing pension schemes	16	(682)	-	**(682)**	819	-	819
Actuarial (losses) on defined benefit pension schemes	16	(752)	-	**(752)**	247	-	247
Cancellation of preference shares	17	214	-	**214**	-	-	-
(Losses) on revaluation of freehold properties		(726)	-	**(726)**	-	-	-
Net movements in funds		3,859	483	**4,342**	4,234	789	5,023
Reconciliation of funds							
Total funds brought forward		32,102	1,352	**33,454**	27,868	563	28,431
Total funds carried forward		35,961	1,835	**37,796**	32,102	1,352	33,454

The Charity reports total income and endowments of £218,398K (2020: £219,120K) and net income of £6,195K (2020: £3,957K).
The Group has no recognised gains or losses for the year other than as detailed above.
The net movements in the Group's funds for the year arise from the Group's continuing operations.
The Accounting Policies on pages 99 to 103 and the Notes on pages 105 to 130 form part of these accounts.

Balance sheet as at 31 March 2021

	Notes	Group **2021 £'000**	Group 2020 £'000	Charity **2021 £'000**	Charity 2020 £'000
Fixed assets					
Intangible assets		**-**	-	**50**	
Tangible assets	5	**8,330**	8,558	**8,330**	8,588
		8,330	8,558	**8,380**	8,588
Current assets					
Debtors	6	**37,377**	25,160	**45,134**	32,383
Cash at bank and in hand		**51,314**	50,060	**39,610**	36,889
		88,691	75,220	**84,744**	69,272
Creditors: amounts falling due within one year	7	**(48,854)**	(41,578)	**(45,422)**	(36,022)
Net current assets		**39,837**	33,642	**39,332**	33,250
Creditors: amounts falling due after more than one year	8	**(84)**	(84)	**(84)**	(84)
Provisions for liabilities and charges	9	**(6,419)**	(5,826)	**(6,419)**	(5,826)
Provisions for defined pension obligations	9	**(3,868)**	(2,836)	**(3,868)**	(2,836)
Net assets		**37,796**	33,454	**37,311**	33,062
Funds					
Unrestricted	11	**35,961**	32,102	**35,568**	31,710
Restricted	12	**1,835**	1,352	**1,743**	1,352
		37,796	33,454	**37,311**	33,062

A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. Approved by the Board of Directors and Trustees on 21 September 2021 and signed on its behalf by:



Stuart McMinnies | Trustee



Professor Mike Pringle CBE | Chair

The Accounting Policies on pages 99-103 and the Notes on pages 105-130 form part of these accounts.
Company Registration Number: 03861209 (England and Wales)

Consolidated statement of cash flow

as at 31 March 2021

	Notes	Group 2021 £'000	Group 2020 £'000
Cash flows from operating activities :			
Net cash provided by operating activities	15	**1,051**	6,378
Cash flows from investing activities:			
Dividends, interest and rents from investments		**203**	270
Finance charges on defined benefit pension scheme deficit payment plan		**-**	-
Proceeds from the sale of property	5	**-**	-
Purchase of tangible fixed assets	5	**-**	-
Net cash used by investing activities		**203**	270
Net cash used by financing activities			
Change in cash and cash equivalents in the year		**1,254**	6,648
Cash and cash equivalents at the beginning of the year		**50,060**	43,412
Cash and cash equivalents at the end of the year		**51,314**	50,060

Reconciliation of net cash flow to movement in net debt	Group 2021 £'000	Group 2020 £'000
Increase in cash in the year	**1,254**	6,648
Decrease in net debt	**-**	-
Cash and cash equivalents at the beginning of the year	**50,060**	43,412
Cash and cash equivalents at the end of the year	**51,314**	50,060

Analysis of changes in net debt	At 1st April 2020 £'000	Cash Flow £'000	At 31st March 2021 £'000
Cash at bank and in hand	**50,060**	**1,254**	51,314
Bank and other loans	**(84)**	**-**	(84)
Total	**49,976**	**1,254**	51,230

The accounting policies on pages 99-103 and the notes on pages 105-130 form part of these accounts.



Accounting policies

General information

Change Grow Live is a private company limited by guarantee and incorporated in England. The registered office address is 3rd Floor, Tower Point, 44 North Road, Brighton BN1 1YR. The company registration number is 03861209 (England and Wales).

Basis of preparation

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

Basis of consolidation

These financial statements consolidate the results of the Charity and its subsidiary companies Change Grow Live Services Ltd, Bounce Back Foundation, Bounce Back Project Ltd and The Secret Space Ltd, all wholly owned subsidiaries of Change Grow Live (note 17). A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. Change Grow Live Services Ltd, Bounce Back Foundation, Bounce Back Project Ltd and The Secret Space Ltd are included within the group financial statements on a line-by-line basis with intercompany transactions eliminated on consolidation.

The principal policies of the Group are as follows:

a. Going concern

The Board of Trustees has reviewed Change Grow Live's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on contract income and service delivery. The financial impact of coronavirus was central to these assessments. Our trustees have concluded that, following the reconfiguration of service delivery, incorporating social distancing and other safeguarding measures alongside the ongoing monitoring of financial performance and risk management, it is reasonable to expect Change Grow Live to have adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

b. Income

Incoming resources from charitable activities includes contract and grant income, rents receivable and other sundry receipts.

Contract income is recognised in line with the delivery of the service and is accrued or deferred where required when cash is received in advance or arrears of service provision.

Where income is related to performance and specific deliverables, income is recognised as the Charity earns the right to consideration by its performance, including contracts which contain payment by results requirements.

Grant, donation, legacy and other income is recognised when the charity becomes entitled to the funds, receipt is probable and amounts can be measured reliably.

Where conditions exist which restrict the use of income to a particular purpose, income is recorded in an appropriate restricted fund.

c. Project accounting/allocation

Income and direct costs relating to charitable activities are allocated to the charitable activity category of 'Health and social care services' and 'Training and education'.

Support costs are apportioned to charitable activities based on the direct costs of those activities.

d. Classification of expenditure

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance.

Expenditure has been classified in accordance with the Charities SORP (FRS 102).

e. Project start-up costs

Project start-up costs are treated as revenue expenditure in the period that a contract commences and matched with associated contract start-up income. In all other cases, project start-up costs are treated as revenue expenditure when incurred.

f. Intangible fixed assets

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

IT software costs:

20%/33.3% per annum on a straight-line basis, on original cost.

g. Tangible fixed assets

Freehold property

In accordance with FRS 102 freehold land is not being depreciated. Depreciation is charged on freehold buildings over a period of 50 years on a straight line basis. The trustees consider the market value of the properties on an annual basis, together with reviewing them for impairment in accordance with FRS 102. Freehold land and buildings are initially recognised at cost but are subject to periodic revaluation by the trustees.

Capitalisation of other assets

Leasehold improvements, computers and other equipment purchased for specific projects are treated as revenue expenditure at the date the cost is incurred as the

economic benefit derived from their use is tied into the delivery of the service and not the direct benefit of the Charity.

Other assets including IT hardware, furniture and equipment are depreciated on a straight line basis at rates of 15%-33%

Leasehold property

Leasehold improvements - over the lease term, on original cost.

h. Investments

The charity's investment in its subsidiary company is valued at cost.

i. Dilapidation provision

Provision is made for the legal obligation in property leases to reinstate the premises to the condition they were at the date the lease was signed and an estimate is made of the cost of that reinstatement.

j. Financial Instruments

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies that are classified as debt, are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

k. Funds

Restricted funds

Restricted funds are those whose application is limited to those causes specified by the donor. Any deficit incurred on any individual restricted fund is written off to the 'Unrestricted fund' in the financial year in which the deficit occurs.

Unrestricted funds

For control and audit purposes funds received for each project are accounted for individually with the relevant incoming resources and expenditure allocated accordingly. Expenditure for projects includes both direct costs attributable to the project and appropriate recharges for support costs.

l. Leasing commitments

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

Lease incentives are spread over the lease term.

m. Pension scheme arrangements

The Charity operates both defined benefit and defined contribution pension schemes for its employees. All defined benefit schemes are closed to new entrants.

The assets of any defined benefit and defined contribution pension schemes are held separately from those of the Charity.

Defined benefit schemes current service costs alongside the expected return on the scheme assets less the scheme interest costs are charged to the Statement of Financial Activities. The scheme actuarial gains and losses are recognised immediately as other recognised gains and losses.

Defined benefit scheme assets are measured at fair value at the balance sheet date. Scheme liabilities are measured on an actuarial basis at the balance sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities.

The resulting defined benefit asset or liability is presented separately after other net assets on the face of the Balance Sheet.

Where the charity participates in a multi-employer defined benefit scheme it is not always possible to identify on a reasonable and consistent basis the Charity's share of underlying assets and liabilities as the assets are co-mingled for investment purposes and the benefits are paid out of the Plan's total assets. Accordingly, due to the nature of such schemes, the accounting charge for the period under FRS 102 represents the employer contribution payable. The liability to make payments to fund any deficit relating to past service in such plans is recognised where the Charity has entered into an agreement to make those payments. Pension costs for defined contribution schemes are charged to the Statement of Financial Activities for the period in which they are payable.

An additional cessation liability is measured and recognised at the balance sheet date. A cessation liability is due when the last active member of the defined benefit scheme leaves for any given participation. Any shortfall between the asset and liability at that date will be due to the defined benefit scheme organisation. The cessation liability is measured using the projected unit method and discounted at a rate equivalent to the current rate of return on gilts less the actuarial scheme valuation. The cessation liability is presented within accruals.

n. Judgements and key sources of estimation uncertainty

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

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. In particular, judgements are made in the following areas:

- Depreciation and amortisation rates are

over the estimated useful economic life of the assets;

- Dilapidation provisions are an estimate of the cost to reinstate premises in line with lease obligations;

- Freehold properties are held at valuation and continue to be maintained to a high standard. Trustees are satisfied that there are no indications of impairment and the current valuations remains appropriate. Whilst the impact of the ongoing pandemic has created an increased level of uncertainty around the UK property market, Trustees are satisfied that the valuation of property remains materially correct.

- Pension assumptions for defined benefit pension schemes include, amongst others, estimates for longevity, discount rates and inflation.

o. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with maturities of three months or less.



Notes to the consolidated financial statements

(For the year ended 31 March 2021)

1. Incoming resources

	Group 2021 £'000	Group 2020 £'000
Donations and legacies		
Donations	**530**	45

	Group 2021 £'000	Group 2020 £'000
Investment income		
Interest on UK cash deposits	**204**	269

Incoming resources from charitable activities
Incoming resources from charitable activities includes contract income from statutory sources and other sundry receipts. Grant income recorded during the year is disclosed within Note 12, 'Restricted funds'.

2. Net income

	Group 2021 £'000	Group 2020 £'000
Net incoming resources is stated after charging:		
Auditor's remuneration:		
-Audit services	**78**	62
-Non-audit services	**4**	8
Operating lease rentals:		
-Plant and machinery	**1,030**	739
-Land and buildings	**5,795**	5,566
Depreciation and amortisation	**172**	161

Audit services fees, inclusive of VAT, are paid to Crowe U.K. LLP. Non-audit services of £4K includes £3K for professional fees and £1K for VAT advice (2020: Non-audit services of £8K includes £7K for assurance work and £1K for VAT advice).

3. Expenditure on Charitable activities

	Direct costs £'000	Support costs £'000	Group 2021 Total £'000	Direct costs £'000	Support costs £'000	Group 2020 Total £'000
Charitable activities:						
Health and social care services	193,438	18,244	**211,682**	194,056	19,174	213,230
Training and emplyability	1,820	335	**2,155**	-	-	-
Total	**195,258**	**18,579**	**213,837**	**194,056**	**19,174**	213,230

Total Support costs include Governance costs of £110K (2020: £126K).

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2021 Total £'000
Support costs allocated to Charitable activities:					
Health and social care services	2,332	8,210	2,384	5,318	**18,244**
Training and employability	6	14	67	248	**335**
Total	**2,338**	**8,224**	**2,451**	**5,566**	**18,579**

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2020 Total £'000
Support costs allocated to Charitable activities:					
Health and social care services	2,152	8,292	2,748	5,982	**19,174**
Training and employability	-	-	-	-	**-**
Total	**2,152**	**8,292**	**2,748**	**5,982**	**19,174**

Support costs have been allocated to Charitable activities based on the direct costs of those activities.

4. Staff costs trustee remuneration and expenses, and the cost of key management personnel

	Group 2021 £'000	Group 2020 £'000
Wages and salary costs	**112,341**	105,081
Social security costs	**10,905**	10,629
Redundancy costs	**523**	785
Training costs	**592**	807
Recruitment and general payroll costs	**824**	964
Pension costs for defined contribution pension schemes	**3,316**	3,016
Pension costs for defined benefit pension schemes	**1,330**	612
Agency and third party organisations	**18,958**	18,364
Total	**148,789**	140,258

Redundancy costs above relate to the costs of restructuring services at or around the commencement of services, or in response to changes in the funding and financial position on contracts. Total redundancy and termination costs paid in 2021 were £560K (2020: £1,254K). £80K remained unpaid at 31 March 2021 (2020: £11K).

Trustee remuneration and expenses are disclosed in Note 20.

The number of higher paid employees who received total remuneration in the following bands were as follows:

	Group 2021 Number	Group 2020 Number
£60,000 to £69,999	**30**	22
£70,000 to £79,999	**15**	11
£80,000 to £89,999	**16**	20
£90,000 to £99,999	**15**	13
£100,000 to £109,999	**8**	4
£110,000 to £119,999	**2**	4
£120,000 to £129,999	**8**	4
£130,000 to £139,999	**7**	3
£140,000 to £149,999	**2**	7
£150,000 to £159,999	**1**	1
£170,000 to £179,999	**3**	-
£190,000 to £199,999	**-**	1
£200,000 to £209,999	**1**	-
£210,000 to £219,999	**-**	1

During the year we have employed a number of new medical staff, both as a result of new services commencing following successful contract awards and as also as a result of individuals moving from contracted status to employed status.

During 2019-20 we removed the performance related bonus schemes historically operated, which is reflected in the table above.

83 (2020: 74) of the higher paid employees were accruing pension benefits under a defined contribution scheme and 14 (2020: 17) under defined benefit schemes.

Contributions of £3,299,081 (2020: £3,013,643) were paid into a defined contribution scheme. The other employees were members of the SHPS, NHS, LGPS or Civil Service defined benefit schemes (see note 19) into which contributions of £2,040,158 (2020: £2,102,905) were paid during the year. Employers' pension contributions outstanding at the year end amounted to £1,084,153 (2020: £416,925).

The key management personnel of the Group comprises 7 (2020: 9) employees: the Chief Executive, six Executive Directors, the Chief Finance Officer and the Executive Medical Director. The total employee remuneration, benefits and contractual payments, inclusive of pension contributions and social security costs paid by the Charity, of the key management personnel were £1,597,725 (2020: £1,665,668).

The following table shows the base salaries and employer pension contributions of a number of the Executive Leadership Team:

	Base salary		**Employer pension contributions**	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Chief Executive Officer	**177**	174	**23**	19
Chief Financial Officer	**134**	132	**6**	4
Medical Director	**201**	198	**7**	4

	Group 2021 Number	Group 2020 Number
Employee numbers:		
Average number of employees	**4,057**	3,741
Average number of full time equivalents	**3,595**	3,427
Average number of full time equivalents split between:		
Direct project staff	**3,289**	3,137
Operational support staff	**45**	43
Central support staff	**261**	247
Total	**3,595**	3,427

5. Tangible fixed assets — Group and Charity

	Freehold property £'000	**Total £'000**
Cost/valuation		
At 1st April 2020	9,056	**9,056**
Additions	-	**-**
Disposals	-	**-**
Revaluation	(726)	**(726)**
At 31st March 2021	**8,330**	**8,330**
Depreciation		
At 1st April 2020	(498)	**(498)**
Charge for the year	(155)	**(155)**
Disposals	-	**-**
Revaluation	653	**653**
At 31st March 2021	**-**	**-**
Net Book Value		
At 31st March 2021	**8,330**	**8,330**
At 31st March 2020	8,558	8,558

The total cost and valuation of freehold property at 31 March 2021 was £9.0 million and consists of nine properties. All nine properties have been formally valued to current market value by several professional surveyors with effective dates ranging from 5 March 2021 to 19 March 2021. All valuations were carried out in accordance with the Global Standards of the Royal Institute of Chartered Surveyors. In accordance with FRS 102, this resulted in an impairment of £0.7 million on the carrying value at the year end. The carrying amount that would have been recognised had the assets been carried under the historical cost model is £8.4 million. Depreciation is charged on freehold buildings on a straight-line basis over a period of 50 years.

The original cost of the freehold properties was £4.9 million.

6. Debtors

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Income receivable	**33,543**	21,485	**9,771**	8,855
Other debtors	**1,483**	683	**1,062**	325
Intercompany	**-**	-	**31,963**	20,221
Prepayments	**2,351**	2,992	**2,338**	2,982
Total	**33,377**	25,160	**45,134**	32,283

Included within 'Income receivable' is an amount of £0.09 million (2020: £0.1 million) relating to amounts invoiced in respect of the 2021-2022 financial year. An equivalent amount is included within 'Deferred income' in note 7.

7. Creditors

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Trade creditors	**6,551**	5,842	**5,992**	4,577
Deferred income	**8,838**	4,059	**5,194**	2,990
Social security and other taxes	**9,545**	6,263	**10,750**	3,581
Accruals	**21,292**	20,916	**21,269**	20,893
Other creditors	**2,628**	4,498	**2,237**	3,981
Total	**48,854**	41,578	**45,442**	36,022

Movements in deferred income

	At 1 April 2020 £'000	Released £'000	Deferred £'000	**At 31 March 2021 £'000**
Group	4,059	(1,279)	6,058	**8,838**
Charity	2,990	(210)	2,414	**5,194**

Contract income and grants are accounted for on an accruals basis in the period in which the performance criteria are met. Income is deferred due to the timing of receipts for contract income and grants.

8. Creditors: amounts falling due after more than one year

	Group		Charity	
	2021 £'000	2020 £'000	**2021 £'000**	2020 £'000
Bank and other loans	**84**	84	**84**	84

The loan from Brighton and Hove City Council is only repayable if the property is sold and is non-interest bearing. It is secured on the freehold property in St Andrew's Road, Portslade, East Sussex.

Change Grow Live has provided Barclays Bank with a Debenture, dated 4 September 2013, in support of its Bond, Guarantee and Indemnity (BGI) facilities and a charge over its freehold property at 140 - 142 King's Cross Road, London. In respect of the Debenture, a formula has been agreed whereby 'Good UK Debtors under 90 days' have to provide a minimum of two times cover against BGI exposure at any time. As at 31 March 2021, Change Grow Live had £1.9 million of BGI exposure (2020: £1.9 million) which was more than covered by 'Good UK Debtors under 90 days' which amounted to £28.6 million (2020: £30.6 million).

9. Provisions for liabilities and charges — Group and Charity

	Pension provisions £'000	Dilapidation provision £'000	**Total £'000**
At 1st April 2020	2,836	5,826	**8,662**
Amounts provided in the year	1,032	734	**1,766**
Utilised during the year	-	(141)	**(141)**
At 31st March 2021	**3,868**	**6,419**	**10,287**

The pension provision includes Local Government Pension Scheme of £2.9 million (2020: £1.5 million) and Social Housing Pension Scheme of £1.1 million (2020: £0.4 million). A provision for NHS pension schemes of £0.2 million (2020: £1.0 million) has been made and is disclosed in other creditors.

10. Limited liability

The liability of each member of the charity is limited to £1.

11. Unrestricted funds — Group

	Total funds brought forward at 1st April 2020 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2021 £'000**
Unrestricted funds	27,017	5,403	(497)	214	**32,137**
Pension reserve	(2,836)	402	-	(1,434)	**(3,868)**
Free reserves	**24,181**	**5,805**	**(497)**	**(1,220)**	**28,269**
Revaluation reserve	3,346	-	653	(726)	**3,273**
Fixed assets net of related loans	4,575	-	(156)	-	**4,419**
Total unrestricted funds	**32,102**	**5,805**	**-**	**(1,946)**	**35,961**

Unrestricted funds — Charity

	Total funds brought forward at 1st April 2020 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2021 £'000**
Unrestricted funds	26,626	5,615	(497)	-	**31,744**
Pension reserve	(2,836)	402	-	(1,434)	**(3,868)**
Free reserves	**23,790**	**6,017**	**(497)**	**(1,434)**	**27,876**
Revaluation reserve	3,346	-	653	(726)	**3,273**
Fixed assets net of related loans	4,575	-	(156)	-	**4,419**
Total unrestricted funds	**31,711**	**6,017**	**-**	**(2,160)**	**35,568**

Unrestricted funds — Group (cont.)

	Total funds brought forward at 1st April 2019 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2020 £'000**
Unrestricted funds	19,488	3,561	3,968	-	**27,017**
Pension reserve	(3,670)	1,701	-	(867)	**(2,836)**
Free reserves	**15,818**	**5,262**	**3,968**	**(867)**	**24,181**
Revaluation reserve	3,415	(69)	-	-	**3,346**
Fixed assets net of related loans	8,635	(92)	(3,968)	-	**4,575**
Total unrestricted funds	**27,868**	**5,101**	**-**	**(867)**	**32,102**

Unrestricted funds — Charity (cont.)

	Total funds brought forward at 1st April 2019 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised (losses) £'000	**Total funds carried forward at 31st March 2020 £'000**
Unrestricted funds	19,082	3,576	3,968	-	**26,626**
Pension reserve	(3,670)	1,701	-	(867)	**(2,836)**
Free reserves	**15,412**	**5,277**	**3,968**	**(867)**	**23,790**
Revaluation reserve	3,415	(69)	-	-	**3,346**
Fixed assets net of related loans	8,635	(92)	(3,968)	-	**4,575**
Total unrestricted funds	**27,462**	**5,116**	**-**	**(867)**	**31,711**

The Revaluation reserve relates to freehold properties (Note 5).

12. Restricted funds

	Total funds brought forward at 1st April 2020 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	**Total funds carried forward at 31st March 2021 £'000**
Health and social care services - Capital funds					
a. Brighton & Hove PCT	300	-	-	-	**300**
b. Brighton & Hove PCT	253	-	-	-	**253**
Capital Funds	553	-	-	-	**553**
Health and social care services - Revenue funds					
c. PHE Capital funding - Blackburn with Darwen	184	175	-	175	**359**
d. PHE Capital funding - East Lancashire	12	12	-	12	**24**
e. PHE Capital funding - Central & North Lancashire	210	210	(4)	206	**416**
f. PHE Capital Grant - Stockton	24	-	-	-	**24**
g. Big Lottery	11	246	(248)	(2)	**9**
h. Sova funds	358	-	-	-	**358**
i. Donations to support individuals entering employment	-	283	(191)	92	**92**
Revenue Funds	799	926	(443)	483	**1,282**
Restricted Funds - Group and Charity	**1,352**	**926**	**(443)**	**483**	**1,835**

12. Restricted funds (cont.)

a. Brighton & Hove Primary Care Trust

Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.

b. Brighton & Hove Primary Care Trust

Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014- 15.

c. PHE Capital funding - Blackburn with Darwen

Funding for a women's' centre property refurbishment and a drugs meter at the Blackburn with Darwen project.

d. PHE Capital funding - East Lancashire

Social Enterprise Scheme for refurbishment and re-sale of furniture.

e. PHE Capital funding - Central & North Lancashire

To help create a well-led skilled and valued adult social care workforce.

f. PHE Capital Grant – Stockton

Funding of a recovery gym in Middlesbrough.

g. Big Lottery

Various funding including:

To improve systems and services to meet the needs of families where a parent is dependent on alcohol;

Building safer communities through local volunteers to work with sex offenders to minimise alienation and support reintegration to prevent sexual reoffending;

PHE grant funding to support children growing up in households with an adult dependent on alcohol;

Helping people gain employment and skills through mentoring support;

Raising awareness across Newcastle of the dangers of cocaine and crack cocaine use.

h. Sova funds

Funding towards working with military veterans to achieve an ongoing level of good health based in Rotherham.

i. Restricted donations

Various grants and donations received for specific purposes to support the training and employability of ex-offenders.

12. Restricted funds (cont.)

	Total funds brought forward at 1st April 2019 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	**Total funds carried forward at 31st March 2020 £'000**
Health and social care services - Capital funds						
a. Brighton & Hove PCT	300	-	-	-	-	**300**
b. Brighton & Hove PCT	253	-	-	-	-	**253**
Capital Funds	553	-	-	-	-	**553**
Health and social care services - Revenue funds						
c. PHE Capital funding - Blackburn with Darwen	10	221	(47)	174	-	**184**
d. PHE Capital funding - East Lancashire	-	47	(36)	12	-	**12**
e. PHE Capital funding - Central & North Lancashire	-	210	-	210	-	**210**
f. PHE Capital Grant - Stockton	-	24	-	24	-	**24**
g. PHE Capital funding - West Sussex	-	182	(182)	-	-	**-**
h. PHE Capital funding - Birmingham	-	750	(750)	-	-	**-**
i. Big Lottery - Hertfordshire	-	70	(66)	3	-	**3**
j. Big Lottery - Staffordshire	-	139	(132)	7	-	**7**
k. Big Lottery - Merseyside	-	31	(31)	-	-	**-**
l. Big Lottery - Hertfordshire	-	4	(4)	-	-	**-**
m. Big Lottery - Newcastle	-	27	(27)	-	-	**-**
n. Sova funds	-	358	-	358	-	**358**
Revenue Funds	10	2,064	(1,275)		-	**799**
Restricted Funds - Group and Charity	**563**	**2,064**	**(1,275)**		**-**	**1,352**

13. Analysis of Group net assets between funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	**Total 2021 £'000**
Unrestricted funds	7,777	38,555	(84)	(10,287)	**35,961**
Restricted funds	553	1,282	-	-	**1,835**
Total	**8,330**	**39,837**	**(84)**	**(10,287)**	**37,796**

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	**Total 2020 £'000**
Unrestricted funds	8,005	32,843	(84)	(8,662)	**32,103**
Restricted funds	553	799	-	-	**1,352**
Total	**8,558**	**33,642**	**(84)**	**(8,662)**	**33,454**

14. Commitments due under operating leases

	Land and buildings		Other	
	Group 2021 £'000	Group 2020 £'000	**Group 2021 £'000**	Group 2020 £'000
Gross obligations repayable on leases:				
expiring within one year	**3,812**	3,423	**892**	698
expiring between two and five years	**7,403**	5,945	**664**	755
expiring in more than five years	**5,112**	3,768	**-**	-
Total	**16,327**	13,154	**1,556**	1,453

15. Reconciliation of net income to net cash inflow from operating activities

	Group 2021 £'000	Group 2020 £'000
Net income for the year	**6,288**	5,889
Actuarial and pension (losses)	**(1,434)**	(867)
Dividends, interest and rents from investments	**(204)**	(269)
Finance charges on defined benefit pension scheme deficit payment plan	**214**	-
Amortisation charges	**-**	-
Depreciation charges	**155**	162
(Loss) on fixed asset disposal	**(653)**	-
Increase/(decrease) in debtors	**(12,217)**	6,739
Increase/(decrease) in creditors	**7,276**	(4,742)
Increase/(decrease) in provisions	**1,625**	(534)
Net cash provided by operating activities	**1,051**	6,378

16. Pension schemes

Introduction

Note 16 provides details of a number of defined benefit pension schemes which Change Grow Live participates in as an employer. With the exception of the Social Housing Pension Scheme, Change Grow Live has obtained formal membership of these NHS and Local Government Pension Schemes (LGPS) as a result of being commissioned to deliver services which required members of these schemes to transfer in to Change Grow Live. All the defined benefit pension schemes are closed to new members.

Social Housing Pension Scheme (SHPS)

Change Grow Live participated in the Social Housing Pension Scheme (SHPS), a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK. Within the scheme, Change Grow Live operated a final salary benefit structure with a 1/60th accrual rate for its members. The scheme is closed to new members and it was closed to future accrual as at 1 April 2017 and the three active members at that time were transferred into the SHPS defined contribution scheme. For Financial Years ending on or after 31 March 2020 the way in which an employer's Defined Benefit pension obligation in SHPS is stated in its company accounts has changed. Previously there has been insufficient information available for an employer in SHPS to account for its obligations on a Defined Benefit basis (i.e. stating assets and obligations). As a result, and as required by FRS 102, employers have been accounting for the obligation by stating the present value of agreed future deficit repayment contributions. For Financial Years ending on or after 31 March 2020, sufficient information is available for an employer in SHPS to account for its obligations on a Defined Benefit basis.

Accordingly, the change from the present value of agreed future deficit repayment contributions to the FRS102 accounting disclosures are detailed on the following page in respect of the SHPS scheme:

	2021 £'000	2020 £'000
Balance Sheet at 31st March 2020		
Market value of assets	**5,013**	4,519
Liabilities	**(6,116)**	(5,089)
Deficit	**(1,103)**	(570)
Changes in the present value of the defined benefit obligation are as follows:	**£'000**	£'000
Opening defined benefit obligation	**(5,089)**	(5,983)
Interest cost	**(118)**	(137)
Actuarial (loss)/gain)	**(1,174)**	922
Benefits paid	**269**	113
Current service cost	**(4)**	(4)
Defined benefit obligation at the year end	**(6,116)**	(5,089)
Changes in the fair value of the scheme assets are as follows:	**£'000**	£'000
Fair value of scheme assets on commencement of FRS102 reporting	**4,159**	4,474
Interest income on plan assets	**106**	104
Actuarial gain/(loss)	**492**	(103)
Employer and participant contributions	**165**	157
Benefits paid	**(269)**	(113)
Fair value of scheme assets at the year end	**5,013**	4,519
The amounts included within the Statement of Financial Activities are as follows:	**£'000**	£'000
Net interest on net defined benefit liability	**12**	33
Current service cost	**4**	4
Total amount charged within net income/(expenditure)	**16**	37
Actuarial loss/(gain)	**682**	(819)
Remeasurement effects recognised in overall funds movement	**682**	(819)
Total amount charged to the Statement of Financial Activities	**698**	(782)

16. Pension schemes (cont.)

	Assets at 31st March 2021		Assets at 31st March 2020	
Additional disclosure items:	**£'000**	**%**	£'000	%
Equities	1,771	35.3	1,717	37.8
Other Bonds	296	5.9	258	5.7
Property	536	10.7	514	11.3
Cash/Liquid	30	0.6	19	0.4
Other	2,380	47.5	2,011	44.5
Total	**5,013**	**100.0**	**4,519**	**100.0**

Actuarial assumptions: Financial	Beginning of year	End of year
Rate of RPI inflation	2.6%	3.3%
Rate of CPI inflation	1.6%	2.9%
Rate of increase in salaries	2.6%	3.9%
Rate of increase in pensions	2.4%	2.4%
Discount rate	2.4%	2.2%

The leaving employer's share of the buy-out debt is the proportion of the Scheme's liability attributable to employment with the leaving employer compared to the total amount of the Scheme's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Scheme liabilities, Scheme investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time. Change Grow Live has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Scheme, based on the financial position of the Scheme as at 30th September 2017. At this date the estimated employer debt for Change Grow Live was £5.4 million. The next valuation is expected to be published in December 2021. Change Grow Live has taken steps to mitigate this employer debt and has a SHPS defined contribution scheme alongside the defined benefit scheme. Ongoing membership of this defined contribution scheme will mean that Change Grow Live would not be in a cessation position and the employer debt would not therefore fall due.

NHS Pension Scheme for England and Wales

Change Grow Live has separate Directions Body status in 62 areas with NHS Pensions during the year to 31st March 2021 (2020:60).

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The total employer contributions payable in 2020-2021 were £1,862,146 (2019-2020: £1,925,892). At 31st March 2021 there were 392 (2020: 419) active members in the scheme employed by Change Grow Live.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that the period between formal valuations shall be four years, with approximate assessments in intervening years. An outline of these follows:

a. Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as 31 March 2019, updated to 31 March 2020 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b. Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2021.

The Department of Health and Social Care have recently laid Scheme Regulations confirming that the employer contribution rate will increase to 20.6% of pensionable pay from this date. Change Grow Live has confirmation that the employer contribution will remain at 14.38% and that central payment will be made by NHS England and the Department of Health and Social Care for the respective proportions of the additional 6.22%.

Local Government Pension Schemes

In the process of taking over certain contracts, Change Grow Live gains admission body status into Local Government Pension Schemes which are multi-employer defined benefit schemes. During the year Change Grow Live had admission body status with the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the Northamptonshire Pension Fund, the London Borough of Lewisham Pension Scheme, the West Sussex Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund. All of these schemes are closed to new entrants from Change Grow Live.

The admitted body status agreement for Change Grow Live's membership of the Northamptonshire Pension Fund includes a 'risk share' arrangement. This means that Change Grow Live will not be liable for any cessation liability on termination of the admission body agreement and is therefore only liable for regular employer contributions into the schemes. On that basis, these schemes have been treated as if they were defined contribution schemes and the accounting charge is taken as being equal to the contributions payable in the accounting period. There was one member in these schemes as at 31st March 2021 (2020 - two members). The total contributions paid by Change Grow Live into this scheme during the year was £8,895 (2020: £8,803).

Accordingly, the FRS 102 disclosures below relate to the London Borough of Newham Pension Fund, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the Northamptonshire Pension Fund, the London Borough of Lewisham Pension Scheme, the West Sussex Pension Fund, the Norfolk Pension Fund, the Reading Pension Fund and the Merseyside Pension Fund and all nine schemes are disclosed together as required by FRS 102.

	2021 £'000	2020 £'000
Market value of assets	**5,357**	4,892
Liabilities	**(8,211)**	(6,416)
Deficit	**(2,874)**	(1,524)
Split between the schemes:	**£'000**	£'000
The London Borough of Newham Pension Fund	**(258)**	(109)
The Nottinghamshire County Council Pension Scheme	**(782)**	(385)
The West Midlands Pension Fund - Birmingham contract	**(1,122)**	(312)
The London Borough of Lewisham Pension Fund	**(155)**	(51)
The West Sussex Pension Fund	**(204)**	(180)
Merseyside Pension Fund	**(106)**	(91)
Reading Pension Fund	**(89)**	-
Norfolk	**(158)**	(75)
The West Midlands Pension Fund - Walsall contract	**-**	(321)
Total	**5,357**	4,892
Changes in the present value of the defined benefit obligation are as follows:	**£'000**	£'000
Opening defined benefit obligation	**(6,416)**	(6,047)
Defined benefit obligation on admission to scheme	**(130)**	(472)
Interest cost	**(132)**	(149)
Actuarial (loss)/gain	**(1,062)**	499
Benefits paid	**(113)**	107
Participant contributions	**(42)**	(49)
Past service cost	**(46)**	-
Current service cost	**(270)**	(305)
Defined benefit obligation at the year end	**(8,211)**	(6,416)

16. Pension schemes (cont.)

Changes in the fair value of the scheme assets are as follows:	**2021 £'000**	2020 £'000
Opening fair value of scheme assets	**4,892**	4,816
Fair value of scheme assets on admission to the scheme	**62**	368
Interest income on plan assets	**102**	127
Return on scheme assets (less) than discount rate	**(79)**	(320)
Actuarial gain/(loss)	**39**	(252)
Employer and participant contributions	**208**	260
Benefits paid	**113**	(107)
Fair value of scheme assets at the year end	**5,337**	4,892

The amounts included within the Statement of Financial Activities are as follows:	**£'000**	£'000
Net interest on net defined benefit liability	**30**	22
Current service cost	**270**	305
Total amount charged within net income/(expenditure)	**300**	327
Net defined benefit liability b/fwd on admission to the schemes	**68**	104
Actuarial loss/(gain)	**750**	(247)
Return on scheme assets greater than discount rate	**170**	320
Remeasurement effects recognised in overall funds movement	**988**	177
Total amount charged to the Statement of Financial Activities	**1,288**	504

	Assets at 31st March 2021		Assets at 31st March 2020	
Additional disclosure items:	**£'000**	**%**	£'000	%
Equities	3,122	58.3	2,767	56.4
Government Bonds	501	9.4	554	11.3
Other Bonds	399	7.5	347	7.2
Property	452	8.5	482	9.8
Cash/Liquid	289	5.4	151	3.1
Other	584	10.9	591	12.1
Total	**5,247**	**100.0**	**4,892**	**100.0**

Actuarial assumptions: Financial	Beginning of year	End of year
Rate of RPI inflation	2.5%	2.6%
Rate of CPI inflation	1.8%	2.7%
Rate of increase in salaries	2.5%	3.7%
Rate of increase in pensions	1.6%	2.7%
Discount rate	2.1%	2.0%

17. Subsidiary companies

Change Grow Live Services Ltd

(Company number 6228752 (England and Wales))

Change Grow Live Services Ltd undertakes contracts delivering a broad range of health and social care services and commenced trading on 1 October 2017. The company outsources this work to Change Grow Live, its parent company, at a value equal to income receivable under the terms of the service contract less a fee in line with the service agreement between the two organisations.

	2021 £'000	2020 £'000
Income	**153,392**	124,051
Expenditure	**(153,392)**	(124,051)
Net incoming resources	**-**	-

	2021 £'000	2020 £'000
Gross assets	**35,797**	25,754
Total liabilities	**(35,797)**	(25,754)
Net assets	**-**	-

The results of Change Grow Live Services Ltd for the years to 31st March 2021 and 2020 are consolidated in these financial statements.

17. Subsidiary companies (cont.)

Social Enterprises

The Secret Space Ltd

The Secret Space Ltd is limited by guarantee and is entitled to exemption from audit under section 479A of the Companies Act 2006 for the year ended 31st March 2021. No member of this company has required the company to obtain an audit of the financial statements for the year ended 31st March 2021 under Section 476 of the Companies Act 2006.

The results of The Secret Space Ltd for the year to 31st March 2021 and 2020 are consolidated in these financial statements.

On the 31 March 2021 The Secret Space ceased to be a subsidiary of Change Grow Live. The Secret Space will continue to trade as a separate entity.

A donation of £40K was made to The Secret Space during the year.

The income and expenditure of Secret Space and their balance sheets at 31 March are summarised below:

	2021 £'000	2020 £'000
Income	**147**	207
Expenditure	**(155)**	(222)
Net incoming resources	**32**	(15)

	2021 £'000	2020 £'000
Gross assets	**92**	57
Total liabilities	**(28)**	(24)
Net assets	**64**	33

Bounce Back Foundation

(Company Number 07675301 (England and Wales))

(Charity Number 1144297 (England and Wales))

Change Grow Live became the sole member of Bounce Back Foundation on the 29 July 2020.

Bounce Back Foundation is a registered charity, limited by guarantee. Its primary objective is the rehabilitation of ex-offenders, the relief of unemployment and the advancement of education and training principally with ex-offenders but also other socially excluded or marginalised people.

The activity and purpose of Bounce Back Foundation aligns with the charitable objectives of Change Grow Live, centred on improving the lives of individuals and the communities in which they live.

The acquisition agreement included a cash payment to a maximum of £50,000 and also included the cancellation of preference shares which had a redemption value of £214,000.

The following table shows the consolidated net assets of Bounce Back Foundation as at 29 July 2020, and the income and expenditure account for the period 29th July 2020 to 31st March 2021.

	2020 £'000
Net assets	**25**
Represented by:	
Unrestricted funds	**(68)**
Restricted funds	**93**
Net assets	**25**

	2021 £'000
Income	**2,077**
Expenditure	**(2,060)**
Net incoming resources	**18**

	2021 £'000
Gross assets	**890**
Total liabilities	**(757)**
Net assets	**133**

The results of Bounce Back Foundation from the period 29 July 2020 to 31st March 2021 are consolidated in these financial statements.

17. Subsidiary companies (cont.)

Bounce Back Project

(Company number 8699910 (England and Wales))

Bounce Back Project Limited is a UK incorporated and registered company, consisting of 100 ordinary shares of £1 which is a wholly owned subsidiary of Bounce Back Foundation.

Bounce Back Project Limited is a painting and decorating social enterprise, offering training and work experience.

The results of Bounce Back Project Limited for the period 29th March 2020 to 31st March are consolidated in these financial statements.

As part of the acquisition of Bounce Back Foundation, the preference shares in Bounce Back Project Limited of £214K have been cancelled.

The income and expenditure of Bounce Back Project Limited and their balance sheet at 31 March 2021 are summarised below:

	2021 £'000
Income	**92**
Expenditure	**(101)**
Net incoming resources	**(9)**

	2021 £'000
Gross assets	**23**
Total liabilities	**(398)**
Net assets	**(375)**

The companies claiming exemption from audit under section 479A of the Companies Act 2006 are:

The Secret Space Ltd

Company number 9161978 (England and Wales)

Charity number 1167219

Dormant subsidiary companies

Change Grow Live also has the following wholly owned subsidiary companies, none of which have traded during the year, nor since incorporation: Change Grow Live also has the following wholly owned subsidiary companies, none of which have traded during the year, nor since incorporation:

CRI Enterprises Group Limited - company number 8719857, limited by guarantee, Nil net assets/liabilities.

Crime Reduction Initiatives Limited - company number 9832039, limited by guarantee, Nil net assets/liabilities.

SOVA – company number 03645143, limited by guarantee, Nil net assets/liabilities

CRI Enterprises Group Limited and Crime Reduction Initiatives Limited are dormant subsidiary companies which are registered in England and Wales and are consolidated within these accounts. There were no transactions with Change Grow Live during the year.

SOVA is in the process of being struck off with Companies House and has not been consolidated within these accounts. The net assets of SOVA were £nil at 31 March 2021.

18. Investments

On 3rd November 2014 Change Grow Live acquired a 5% interest in The Reducing Reoffending Partnership Limited at a cost of £5.

On 29th July 2020 Change Grow Live acquired a 100% interest in Bounce Back Foundation at a cost of £50,000.

19. Capital commitments — Group and Charity

There are no capital commitments at the year end.

20. Trustee and related party transactions

There are no other related party transactions outside of those with group companies already disclosed above.

During the year, no Trustee received any remuneration (2019- 2020: £nil). Two trustees (2019-20: Six trustees) received general travel expenses totalling £227 (2019-20: £5,097).

During the year, Change Grow Live continued its insurance policy to indemnify the charity trustees or other officers against all risks except for dishonesty, fraud or deliberate breach of trust. The insurance cost £3,388 (2019-20: £3,080).

During the year £153.1 million (2019-20: £121.1 million) was receivable from Change Grow Live Services Ltd. At the year end £32 million (2019-20: £20.1 million) was due from Change Grow Live Services Ltd.

During the year £0.23 million was receivable from Bounce Back Foundation Limited. At the year end £0.23 million was due from Bounce Back Foundation.

During the year £nil million was receivable from Bounce Back Project Limited to Bounce Back Foundation. At the year end Bounce Back Project Limited owed £0.38 million to Bounce Back.

21. Ten year summary

The table below discloses Change Grow Live and the Group's financial performance over the last ten years and includes details of annual growth rates and return on 'Incoming resources'.

	Group 2020/21 £'000	**Group 2019/20 £'000**	**Group 2018/19 £'000**	**Group 2017/18 £'000**	**Group 2016/17 £'000**	**Group (Restated) 2015/16 £'000**	**Group 2014/15 £'000**	**Group 2013/14 £'000**	**Charity 2012/13 £'000**	**Charity 2011/12 £'000**
Incoming resources	**220,126**	219,120	212,574	195,546	155,970	158,326	141,520	116,815	99,817	80,815
Growth %	**0%**	3%	9%	25%	-1%	12%	21%	17%	24%	17%
Resources expended	**(213,838)**	(215,163)	(210,332)	(192,976)	(152,433)	(156,310)	(139,242)	(114,723)	(97,595)	(79,030)
Net incoming resources	**6,288**	3,957	2,241	2,570	3,537	2,016	2,278	2,092	2,222	1,785
%	**2.9%**	1.8%	1.1%	1.3%	2.3%	1.3%	1.6%	1.8%	2.2%	2.2%
Expenditure on raising funds	**-**	-	-	-	-	-	(407)	(331)	-	-
Other recognised (losses)/ gains	**(1,946**	1,066	(1,036)	127	(244)	2,324	277	281	(50)	(887)
Net movements in funds	**4,342**	5,023	1,205	2,697	3,293	4,340	2,148	2,042	2,172	898
%	**2.0%**	2.3%	0.6%	1.4%	2.1%	2.7%	1.5%	1.7%	2.2%	1.1%
Total funds carried forward	**37,796**	33,454	28,431	27,226	24,529	21,236	16,896	16,881	14,839	12,667

% above is in relation to 'Incoming resources'.
Expenditure on raising funds relates to the costs incurred in bidding for the Ministry of Justice 'Transforming Rehabilitation' competition. Total funds carried forward were restated in 2014/15 due to the effects of the implementation of FRS 102.