



**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.**

Contents

Thank you	05
A message from our CEO	07
A message from our Chair of Trustees	08
Trustees’ Annual Report:	
Our year in numbers	10
We believe in change	13
We believe in making a difference	14
We believe in people	20
We believe in young people’s futures	30
We believe in saving lives	39
We believe in tackling stigma	47
We believe in new beginnings	55
Welcoming new services	60
Financial review	62
Independent Auditor’s report	82
Consolidated statement of financial activities	88
Balance sheets	89
Consolidated statement of cash flow	90
Accounting policies	92
Notes to the accounts	98



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.

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.

“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**



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.

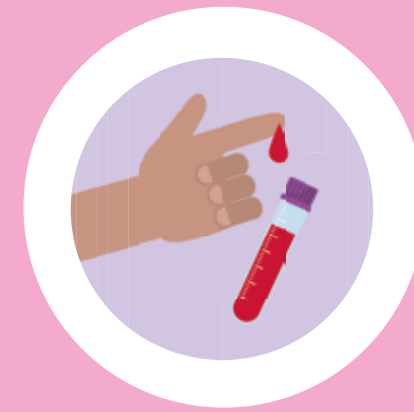


7.5% more people accessed support through our prisons and community services compared to the previous year.

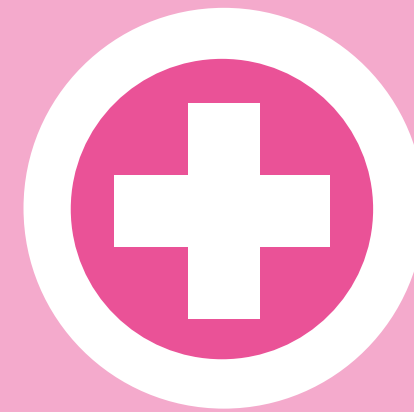
Whether it's a test for hepatitis C or the provision of a potentially life saving naloxone kit, each number below represents the difference we make for people and communities.



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'.

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.

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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

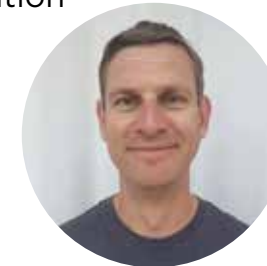
"We are using data to help our people focus on the things that matter: the right interventions at the right time, for the right people."

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.



A portrait of Naomi, a woman with dark curly hair, wearing a colorful rainbow-striped t-shirt and a patterned headband with a red and white bow. She is smiling and looking towards the camera. The background is a brick wall.

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).

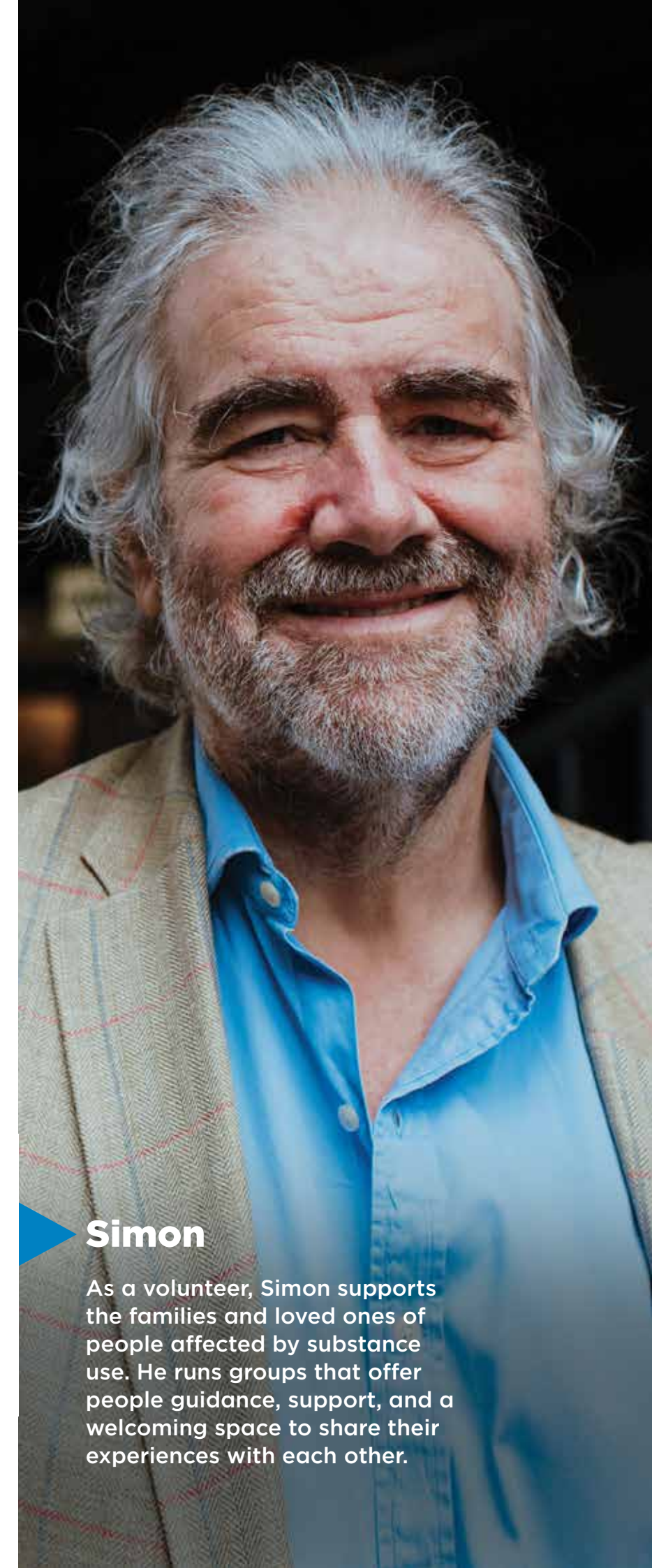
To celebrate **Volunteers Week 2022**, we created a central Volunteer Celebration Fund, enabling services to host an event recognising and celebrating the contribution of their volunteers.

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.

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 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.

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 Nacoda 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.

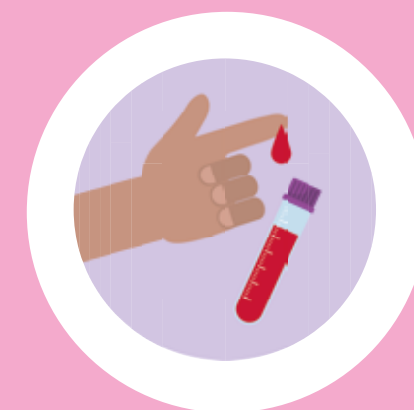
We are incredibly proud of our achievements in tackling hepatitis C over the last year.

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.

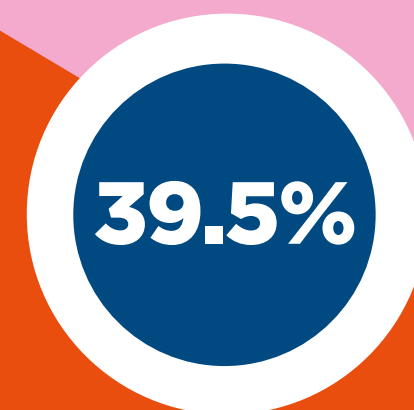
One of the hepatitis milestones for our services is micro-elimination. When we say a service has micro-eliminated hepatitis C, that means it has reached a series of NHS targets that show everyone who needs a test has been offered one, and a majority of people who test positive have begun treatment.

Over the last year, 6 of our services and 2 hubs have hit the major milestone of micro-elimination:

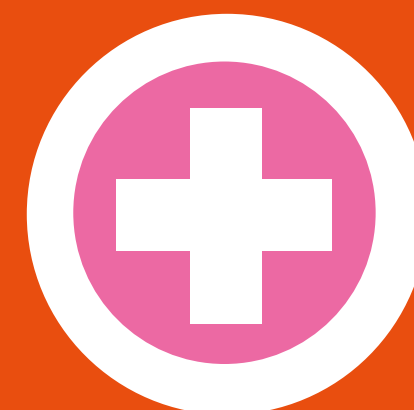
- Camden
- Havering
- Rotherham
- East Lancashire
- Halton
- Warrington
- Bognor
- Chichester



35,202
hepatitis C tests
carried out.



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: <ul style="list-style-type: none">• 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 (TCO2e))	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





Trustees¹

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 McMinnies² (retired by rotation 20 October 2022)
Elaine Hindal
Deborah Rozansky
Jim Heptinstall
Tim Sampey
Sheena Asthana (resigned 14 December 2022)

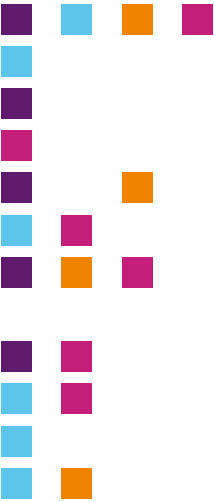
Co-opted advisors

Anna Purchas
Paul Barry

Committees

-  Audit and Finance Committee
-  Quality and Performance Committee³
-  Human Resources Committee⁴
-  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](http://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

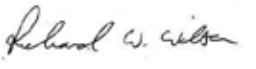
	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Group Total Funds 2023 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2022 £'000
Income and endowments from:							
Donations and legacies	1	128	-	128	219	-	219
Investments	1	808	-	808	72	-	72
Charitable activities:							
Health 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		Charity	
		2023 £'000	2022 £'000	2023 £'000	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

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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).

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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).

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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.



Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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.

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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)

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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.

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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.

Notes to the consolidated financial statements for the year ended 31 March 2023 (cont.)

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](https://www.facebook.com/changegrowlive)

 [@changegrowlive](https://twitter.com/changegrowlive)



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).