

# Believe in people.

Change Grow Live  
Annual Report 2025



**Change  
Grow  
Live**

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

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

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

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

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# Thank you

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

We would especially like to thank:

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

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

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

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

# Making a difference: Our year in numbers

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

▶ **215,122**

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



▶ **196,978**

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

≠ **38%**

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

 **40,117** 

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



**35,543**

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



**816**

people started potentially lifesaving hepatitis C treatment.

▲ **10%**

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



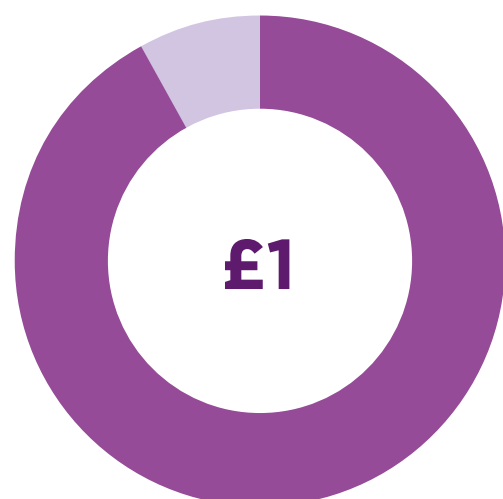
▲ **4%**

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

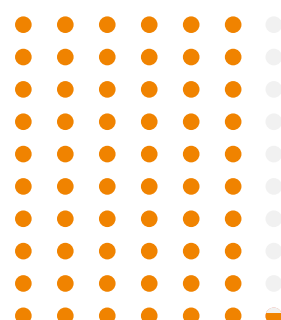


## Financial highlights

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



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



Additional funding allowed us to support an extra

**6,070**  
**service users**

### Change Grow Live income 2024/25

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

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

### Our expenditure 2024/25

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

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



**£339.7m**  
consolidated income  
in 2024/25

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

**£340.4m**  
expenditure  
in 2024/25

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

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

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





# A message from our Chief Executive, Mark Moody

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

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

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

Over the past 12 months, we have taken a long, honest look at ourselves and asked some difficult questions. Are we reaching everyone we should?

Are we adapting fast enough to changing drug markets, housing insecurity and the needs of young people? Are we equipping our staff with the tools and systems they need to do their jobs well?

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

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

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

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

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

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

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

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

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

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



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



# A message from Chair of Trustees, Sue Killen

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

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

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

Internally, we've made significant strides in strengthening our governance. Good governance is central to our ability to deliver maximum impact. This year, we

implemented streamlined governance frameworks across the board, helping us to be a more effective organisation – one with high standards, the right checks and balances, that focuses on the right things, uses its resources correctly, and delivers on the ground where it matters most.

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

We've also seen evolution on the Board. This year, we said goodbye to some long-serving Trustees. I'd like to take this opportunity to extend my gratitude to Jean Daintith, Dr Jim Heptinstall and Elaine Hindal for their service and invaluable contributions over the past years. However, their departures have allowed us to welcome new Trustees with deep expertise in public-facing

services and healthcare regulation – Jon Paull and Hamza Drabu. Their new perspectives will be essential as we look to modernise how we work and communicate with our beneficiaries, our partners and the public.

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

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

By embedding consistent standards across our services and embracing technology even more, we will not

only protect the wellbeing of our staff but also ensure we continue to deliver the best possible outcomes for the people who use our services.

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

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

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

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





## Ali

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

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# Our service provision

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

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

## Drug and alcohol services

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

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

## Homelessness

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

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

## Criminal justice

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

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

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

## Luis

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





### Children and young people

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

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



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



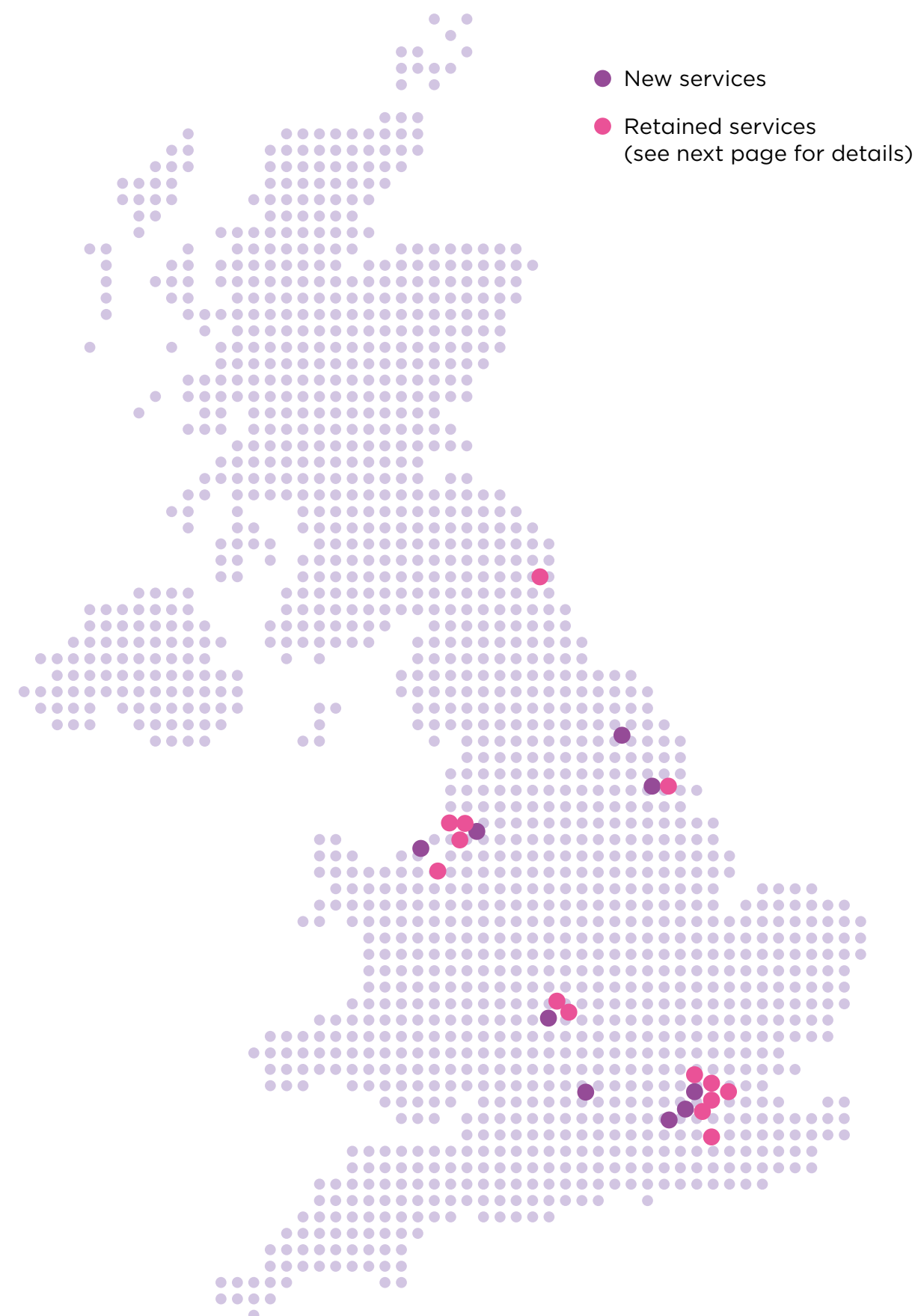


# Our new services

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

## New services

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



Retentions

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



**Sam**

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



# Our AAAQ framework

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

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

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

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

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

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



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

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



**Earlier intervention and prevention**



**Addressing new demographics**



**Improving service deliverability and accessibility**



# Our impact

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and accessibility 51

**Alexandra**

Alexandra is our Chief  
People Officer







# Earlier intervention and prevention

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

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

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

Over the past year, we've focused more than ever on intervening early,

particularly with young people and those facing multiple disadvantages. This has already resulted in improved outcomes for many.

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

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

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

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

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

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

**Our results show that prevention saves public money.**

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



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

**Vicki Markiewicz**  
Executive Director, Specialist Operations

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

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

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

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

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

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

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



## Transforming lives through smoking cessation

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

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

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

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

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

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

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

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



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

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

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

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

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

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

These include:

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

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

### Be Smoke Free Manchester

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

**76%**

of those people accessed the service



**54%**

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



### SmokeFree Hull

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

**74%**

of those people accessed the service



**50%**

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





### Mhairi

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

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

“

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

**Hannah Carlin**  
Business Development Manager – Smoking Cessation





# Challenging hypermasculinity for lasting change

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

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

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

Through initial feedback, we've learned that a core strength of the project is its ability to reach young people who don't

recognise their behaviours as harmful or see themselves as needing support.

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

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

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

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

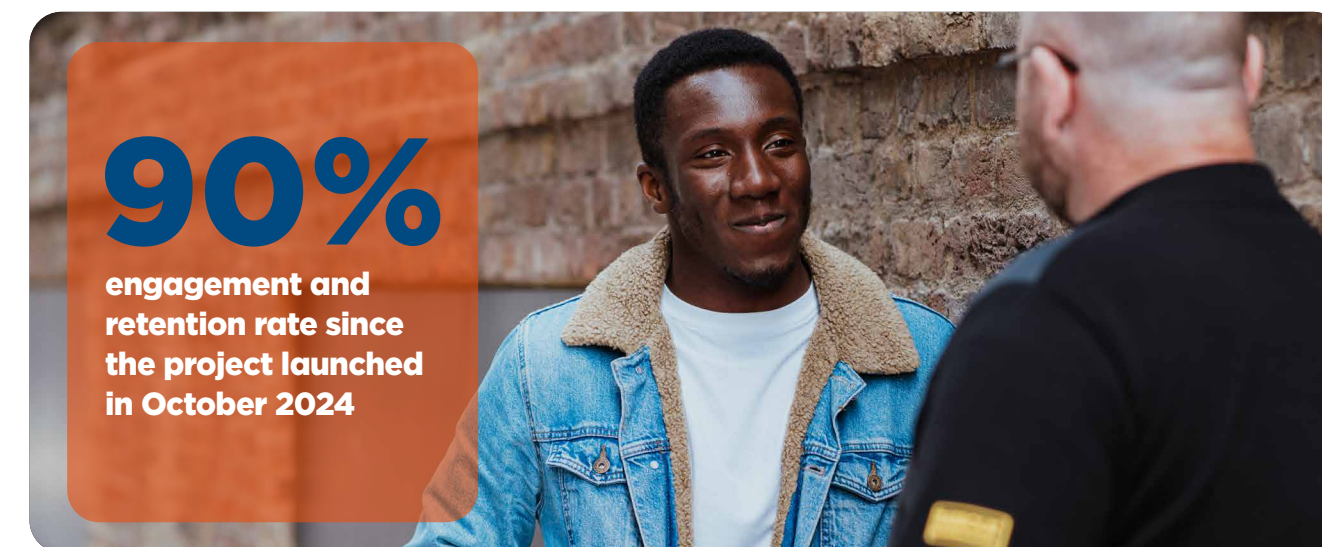
To evaluate the success of the project, all participants complete the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) and our bespoke Manbox evaluation tool during the first two weeks of engagement. Reviewed again post-intervention, the Manbox evaluation is a powerful way to explore and measure the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

important conversations about gender roles and identity.

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

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

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







# Addressing new demographics

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

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

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

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

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

People from Black and Asian communities, women and young

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

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

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

## Louise

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





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

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



**Demographics change, so our services should be equipped and not just focus on one specific group.**

**Simone James**

Director of EDI and Lived Experience

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

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

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

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

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

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

## Supporting women on their own terms

### Advancing women's services to address under-served demographics

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

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

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

Through working groups, interviews with frontline staff, review of existing research and our own pulse survey data, we have

compiled recommendations to improve our service offering over the next years.

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

### Empowering Women Everywhere (EWE)

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

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

This evolved into the EWE project.

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

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

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

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

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

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

### Insights from the National Women's Rough Sleeping Census

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

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

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

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

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

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



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

Empowering Women Everywhere  
Service user



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

Empowering Women Everywhere  
Service user



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

Empowering Women Everywhere  
Service user





### Lucille

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

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

“

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

**Lucille Weir**  
Team Leader, Aspire Peterborough





## Pathways into work

### Empowering diverse communities with Individual Placement and Support

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

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

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

To date, we have created 1,393 preference-matched, paid, first jobs for people in recovery. These aren't just any jobs – they're roles that align with each person's strengths, interests and goals. The impact is significant. Of the people

who took part in IPS, 53% of them found work, and 78% of those stayed in work for at least 13 weeks.

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

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

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

### Andrew

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

# 1,393

preference-matched,  
paid, first jobs created  
for people in recovery.

# 78%

stayed in work for  
at least 13 weeks.





## Rob

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

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

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

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

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



# Improving service deliverability and accessibility

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

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

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

Over the past 12 months, we've looked at our organisation, culminating in our new strategy, which will lead to

significant changes to how we deliver and lead our services.

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

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

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

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

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

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



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

**Bernie Casey**  
Executive Director







## Matt

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

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

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

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





## Care without barriers

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

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

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

The introduction of remote consultations and online sessions has been particularly impactful for people with long-standing physical or mental health issues, including those who face stigma or

who may have disengaged from services in the past.

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

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

This story is far from unique.

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

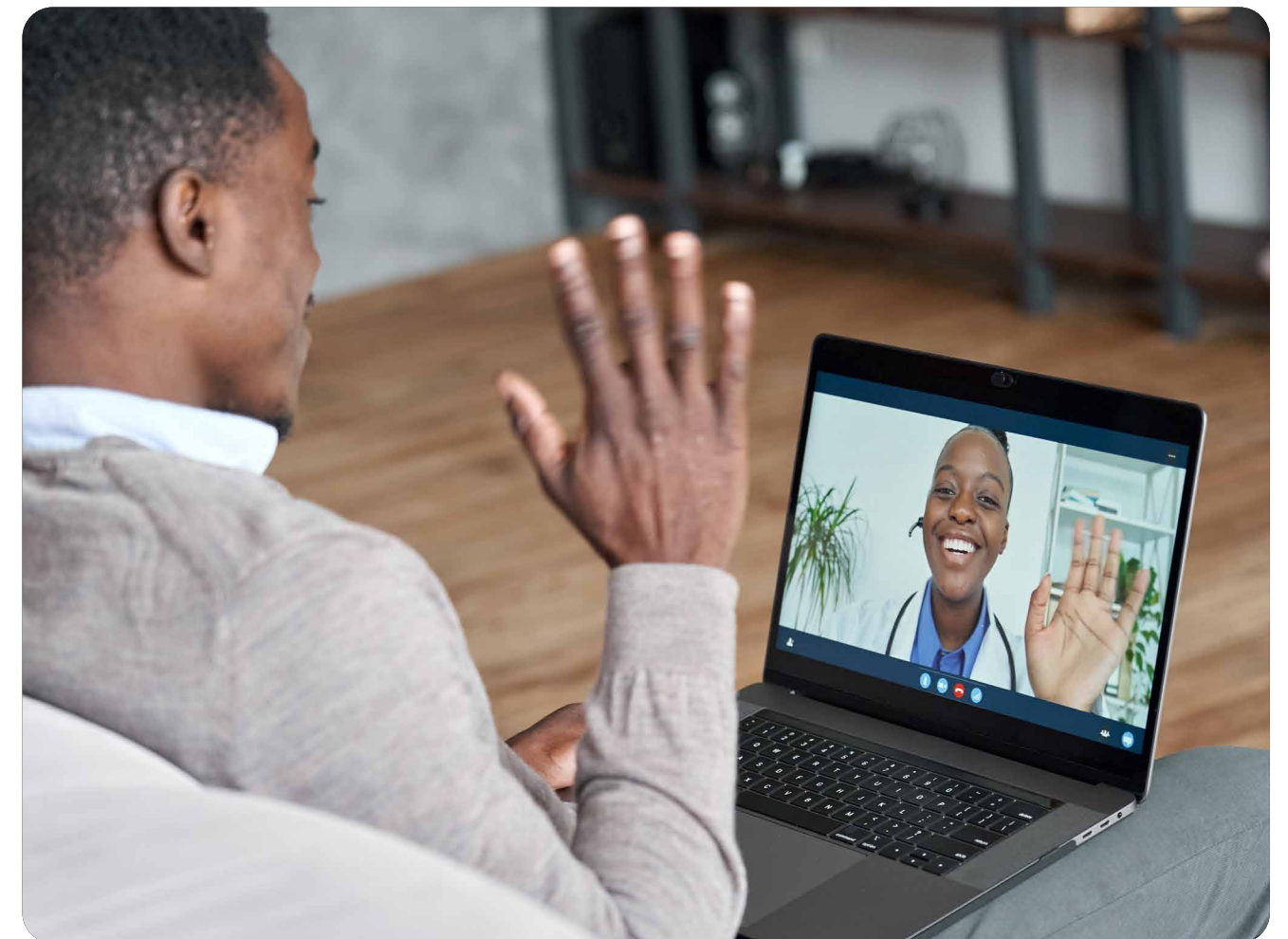
Of course, technology isn't a silver bullet. There are still challenges – from digital literacy to data privacy. And telehealth won't work for everyone. But by combining it with in-person care, we can offer a more personalised, flexible and compassionate approach.

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

In line with our strategic goal to improve service delivery and accessibility, telehealth is helping us use resources

more effectively, reduce waiting times and free up face-to-face capacity for the people who need it most.

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





# Making recovery work for everyone

## Transforming access in the criminal justice system

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

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

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

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

### Audit:

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

### Design, test and learn:

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

### Evaluation:

Evaluate outcomes, measure impact and share findings.

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

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

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

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

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

The resources are highly visual, breaking down jargon and simplifying recovery-based concepts by using simple language

that everyone can use and understand.

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

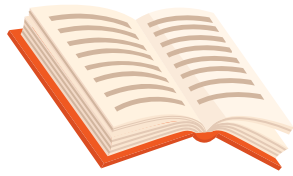
Feedback from people accessing our services has been overwhelmingly positive, with staff reporting better engagement and focus during sessions.

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

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

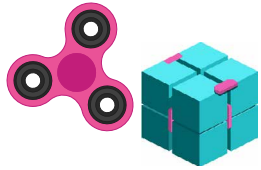


## How our resources helped:



**100%**

said the redesigned workbooks were easier to understand



**70%**

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



**60%**

said they would continue using My Pocket Support in the community



**80%**

said recovery rooms had improved because of the new resources

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

**Elaine Wilcock**, Project Manager, Neurodiversity Service Redesign

## Elaine

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



# Strategic report

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# Financial review

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

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

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

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

## Income and expenditure

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

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

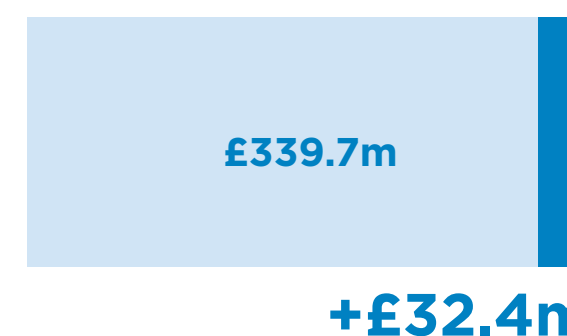
Consolidated total expenditure, including direct costs and support costs, increased by 10% to £340.4 million (2023/24: £309.5 million). Like most organisations, we are experiencing price rises that have increased our expenditure and placed extra pressure on our operating model.

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

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

£ **£339.7m**

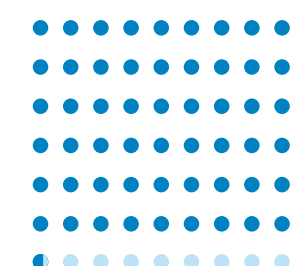
consolidated income in 2024/25



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

The additional funding allowed us to support an additional

**6,070**  
service users



**10.5%**

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



**£0.7m**

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



**£340.4m**

expenditure in 2024/25





**£43.3m**

Consolidated Net Assets and Consolidated Total Funds in 2024/25



**£24.3m**

free reserves held by the Charity in 2024/25



**£10.2m**

is designated to invest back into the Charity

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

## Balance Sheet

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

## Financial position

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

## Reserves Policy

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

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

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

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

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

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

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

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

### Cash reserves

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

### Summary of funds

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

### Going concern

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

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

### Pensions

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

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

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



# Our aspirations

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

## Financial measures

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

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

## Service and organisational development

Since July 2024, we have made remarkable strides in revamping our core services and establishing a dynamic new team. Driven by a steadfast commitment to enhancing the lives of our beneficiaries, our strategic ambition

is to support more people, sooner.

Our agile approach to transformative service design is informing our service improvements and equipping our people to work in a new way, with enhanced systems, simpler processes and quality training and development. This will ensure we can meet the needs of our beneficiaries and positively impact communities.

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

## Quality and governance

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

We worked with an external organisation to review and strengthen our corporate

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

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

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

## Clinical

Building on our commitment to a rights-based approach, the Clinical and Care Team will ensure that AAAQ principles (availability, accessibility, acceptability and quality, see pages 25-26) are integrated into the delivery of healthcare interventions. We will equip our workforce to deliver inclusive, evidence-based care that addresses both physical and psychosocial needs, working in partnership with people

who use our services and collaborating closely with other health and social care providers. This approach will support the organisation to transform more lives in line with Change Grow Live's 2025-2030 strategy.

## Research

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

## People

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

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

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

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

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

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

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

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

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

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

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

We are excited to announce the enhancement of our rewards and benefits offer through the integration of the Edenred platform. This comprehensive solution will provide our employees with a wide range of benefits, including better

retail discounts, financial wellbeing support, and a salary sacrifice scheme for technology products. The platform will also facilitate a robust rewards and recognition system, allowing colleagues to directly recognise each other's contributions and achievements.

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

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

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

### Digital innovation

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

could enhance the efficiency and effectiveness of our central support services.

### Service user involvement

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

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

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

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



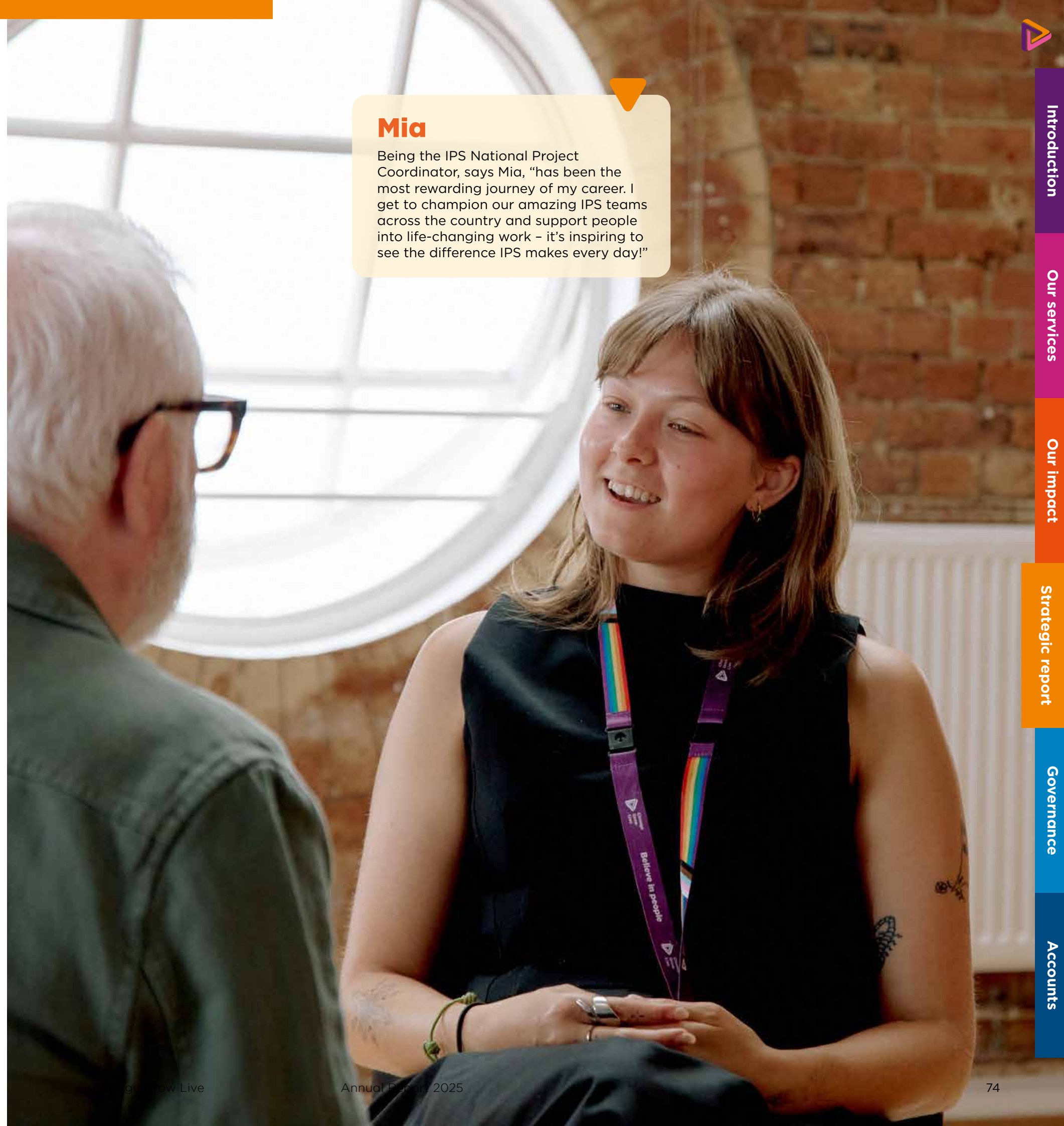
Together, the groups ensure beneficiaries have a meaningful influence on the services they receive. Tools, such as the service user Pulse survey, help us listen to and respond to their needs, placing the service user voice at the heart of everything we do.



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

### Mia

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



# Principal risks and uncertainties

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

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

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

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

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



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

Objectives	Risks, mitigations and controls
<p>To ensure credible financial health to:</p> <ul style="list-style-type: none"> <li>demonstrate effective and ethical use of public funds</li> <li>anticipate and respond to sector financial drivers</li> <li>effectively manage financial reserves</li> </ul>	<p><b>Risks:</b> 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.</p> <p><b>Mitigations and controls:</b> Financial controls and oversight of tendering, contractual due diligence framework, OHID guidance to support commissioner engagement; Budgeting and financial processes and systems; External audit and assurance framework; Transformational programmes to refresh operating model creating greater effectiveness and efficiencies.</p>
<p>To deliver a programme of transformation that:</p> <ul style="list-style-type: none"> <li>reshapes our culture, structures and processes to enhance our performance.</li> <li>improves the quality, efficiency and effectiveness of operations, and leverages new technology to extend our reach and impact.</li> </ul>	<p><b>Risks:</b> Poor engagement and lack of understanding of purpose; Poor communication, silos, lack of reflection/learning; Staff resource issue, lack of experts, loss of key staff; Lack of consistency or too many projects; Escalating costs and or diminished funding, unexpected costs, revised processes don't deliver anticipated efficiencies.</p> <p><b>Mitigations:</b> Clear communication on vision and strategy; Implementation of robust business cases; Utilisation of external expertise; Detailed staff engagement and involvement with change; Detailed spend and anticipated efficiency savings plan; Monthly financial monitoring; Appropriate training; Business continuity, risk and contingency plans.</p>



## Chris

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

# Governance

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# Structure, governance and accountability

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

## Constitution

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

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

## Charity's objects

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

- The advancement of health or the saving of lives, and the prevention

or relief of poverty among:

- people who have been, or are, or are at risk of becoming:
  - affected by use of or dependent on drugs, alcohol or other substances;
  - homeless;
  - imprisoned;
- young people;
- such other people identified by the Trustees from time to time;
- the families, carers and dependents of such persons;
- ("Beneficiaries"), in particular (but not exclusively) by providing information, advice, support, services, interventions and treatment;

- The advancement of education among;
- Beneficiaries, and the relief of their unemployment, in particular (but not exclusively) by providing information, support, advice and services; and
- the general public in relation to the experience of Beneficiaries, in particular (but not exclusively) by conducting and promoting research, gathering and sharing data, and raising awareness;
- The promotion of such other charitable purposes as the Trustees see fit from time to time.

## Charity Governance Code

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

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

## Board of Trustees (Directors) Duties and responsibilities

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

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

- a. the likely consequences of any decision in the long term;
- b. the interests of the company's employees;
- c. the need to foster the company's business relationships with suppliers, commissioners and others;
- d. the impact of the company's operations on the community and the environment;
- e. desirability of the company maintaining a high reputation for high standards of business conduct.

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

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

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

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

### Risk management

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

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

### Our People Promise

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

investing in our people is integral to our Charity.

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

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

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

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

We recognise the importance of engaging with our commissioners,

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

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

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

We value all our suppliers and have multiyear contracts with our key suppliers, adopting a partnership approach where possible. We use framework agreements to enable a wider supply chain, and we work with a range of social enterprise suppliers. Wherever possible we form supply

relationships with local organisations, ensuring that our delivery creates social value in local communities.

### Community and environment

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

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

### Streamlined energy and carbon reporting

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

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

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



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

### Energy efficiency

- We use 100% certified green energy at all sites, supplied by energy provider Inspired Energy.
- We use energy broker Inspired Energy to manage contracts and redirect savings into energy efficiency projects. Each year, we look to further any possible savings with the aid of new technology or by retrofitting existing infrastructure with more economical solutions.
- We encourage all our project buildings to use smart meters.
- When upgrading infrastructure, we install economical heating and cooling systems.
- Staff are encouraged to reduce energy usage (e.g., turning off heating and air conditioning when not needed).
- New properties and refurbishments include LED lighting, thermostatic heating valves and remote infrastructure management. We also retrofit existing sites with LED lighting where possible.
- We have installed light sensors in areas where they will not cause a disturbance.

- Solar panels have been trialled at some of our supported housing projects, with battery storage included. The trial is still in the early stages.
- Boiler taps have been installed in selected premises as an energy-efficient alternative to kettles.
- We are continuing to review and consider a number of retrofit eco improvements: loft lagging, internal secondary glazing, remote-managed heating sensors, and comfort cooling and heating.

### Transport

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

### Contractors

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

### Additional measures

- Most sites operate paperless offices, with printers removed where it is possible to do so without creating disruption.
- All sites have recycling facilities.
- Sensor taps and minimal flush WCs are installed at all new or upgraded sites to save water.
- Carbon dioxide-absorbing paint has been trialled at select sites, with differing results. We are still exploring this opportunity.
- We are looking at where we can utilise underused space in our

buildings by co-locating or sharing space with partner organisations.

- All sites with suitable infrastructure now have plumbed-in water dispensers. These reduce plastic waste, energy consumption and our carbon footprint.

### Maintaining a reputation for high standards of service delivery

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

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

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

# Governance framework

## Operation of the Board

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

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

All Trustees receive a full induction and participate in ongoing training events. Trustees regularly visit projects

to review service delivery and the implementation of strategy and policy.

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

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

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

## Board sub-committees

### Audit and Finance Committee

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

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

### Quality and Performance Committee

The Quality and Performance Committee is established to ensure excellence in care delivery. The committee operates as a sub-committee of the Board. It oversees and evaluates practice, monitors outcomes and ensures that areas for improvement are identified and

realised. The committee is responsible for overseeing all quality and clinical governance matters, including the enhancement of patient safety, optimising service quality, promoting evidence-based practice and improving the outcomes and experiences of people who use our services.

### Remuneration and Nominations Committee

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

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



## Remuneration

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

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

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

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

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

## Public benefit

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

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

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

- the benefits to individuals, families and communities (and hence the public) are clear and in line with Change Grow Live's aims;

- the beneficiaries are entirely appropriate to the aims;
- there is no unreasonable restriction to accessing Change Grow Live's services, either by poverty, any requirement to pay fees, any geographic restriction or the provision of services only for certain sections of the public; and
- there is no private benefit.

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

## Fundraising

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

## Our Modern Slavery Statement

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

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

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

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

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

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

## Review of 2024/25

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

## Commitments for 2025/26

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

- **Recruitment processes:** Refine recruitment processes when using agencies, ensuring compliance with the Modern Slavery Act 2015 and updating key policies to address modern slavery and human trafficking.

## Statement of Trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice;

- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the group will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable group's auditor is unaware; and
- the Trustees have taken all necessary steps to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

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

  
**Sue Killen** | Chair of Trustees  
 Date: 17 September 2025

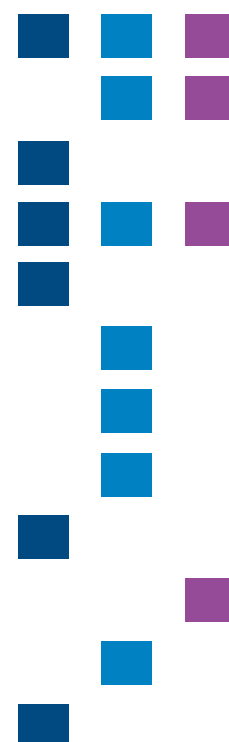


# Management and governance

## Trustees

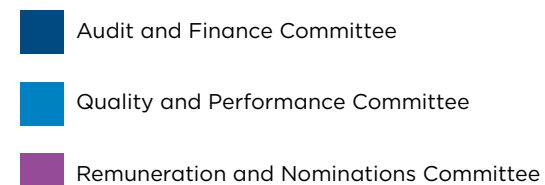
Sue Killen  
 Caroline Shuldham  
 Jean Daintith (Retired 11.12.24)  
 Craig Denholm  
 Elaine Hindal (Resigned 11.12.24)  
 Deborah Rozansky  
 Jim Heptinstall (Resigned 11.12.24)  
 Tim Sampey  
 Richard Wilson  
 Michael Vavakis  
 Hamza Drabu (Appointed 18.09.24)  
 Jon Paull (Appointed 18.09.24)

## Committee(s)



## Co-opted Advisors

Paul Barry



## Chairs

**Audit and Finance Committee:**  
 Richard Wilson

**Quality and Performance Committee:**  
 Caroline Shuldham

**Remuneration and Nominations Committee:**  
 Michael Vavakis

## Executive Leadership Team

**Mark Moody**  
 Chief Executive

**Nic Adamson**  
 Deputy Chief Executive

**Martin Halliwell**  
 Chief Finance Officer

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

**Dr Prun Bijral**  
 Executive Medical Director  
 and Responsible Officer

**Bernie Casey**  
 Executive Director

**Vicki Markiewicz**  
 Executive Director

**Sue Shaw**  
 Executive Director

**Lee Phillips**  
 Chief of Staff/Company Secretary

## Professional advisors

**Auditors**  
**Crowe U.K. LLP**  
 55 Ludgate Hill, London, EC4M 7JW  
**RSM UK (internal audit)**  
 6<sup>th</sup> Floor, 25 Farringdon Street,  
 London, EC4A 4AB

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

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

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

**Registered and principal office**  
 North Suite, First Floor, 1 Jubilee Street,  
 Brighton, East Sussex, BN1 1GE

**Company number**  
 England and Wales 03861209

**Charity number**  
 England and Wales 1079327  
 Scotland SC039861



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## Chelsea

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





# Independent auditor's report

## To the Members and Trustees of Change Grow Live

### Opinion

We have audited the financial statements of Change Grow Live ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise The Consolidated Statement of Financial Activities, Group and Charity Balance Sheets, Consolidated statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom

Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law.

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

### Conclusions relating to going concern

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

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

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

### Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the Trustees' report, which includes the Directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

## Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view,

and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud

or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

This description forms part of our auditor's report.

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on

those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charity SORP (FRS 102), and UK tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

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

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



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

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

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

to detect noncompliance with all laws and regulations.

### Use of our report

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

*N. Hashemi*

**Naziar Hashemi** | Senior Statutory Auditor

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

Date: 17 October 2025

### Sophie

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





# Consolidated statement of financial activities

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

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

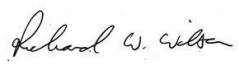

The Charity reports Total Income of £336,850K (2024: £304,485K) and Net Expenditure of (£832K) (Net Expenditure) of 2024: (£2,097K)). The Group has no recognised gains or losses for the year other than as detailed above. The Net Movements in the Group's funds for the year arise from the Group's continuing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

# Balance sheets

as of 31 March 2025

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

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

	
<b>Richard Wilson</b>	<b>Sue Killen</b>
Date:	17 September 2025

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



# Consolidated statement of cash flow

as at 31 March 2025

	Notes	2025 £'000	2024 £'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net cash (used in) operating activities	17	(14,430)	(5,381)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Dividends, interest and rents from investments		1,518	1,849
<b>NET CASH PROVIDED BY INVESTING ACTIVITIES</b>		<b>1,518</b>	<b>1,849</b>
Change in cash and cash equivalents in the year		(12,912)	(3,532)
Cash and cash equivalents at the beginning of the year		57,405	60,937
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<b>44,493</b>	<b>57,405</b>
<b>RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT</b>			
(Decrease) in cash in the year		(12,912)	(3,532)
Cash and cash equivalents at the beginning of the year		57,405	60,937
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<b>44,493</b>	<b>57,405</b>
<b>ANALYSIS OF CHANGES IN NET DEBT</b>			
Cash at bank and in hand	At 1 April 2024 £'000	Cash Flow £'000	At 31 March 2025 £'000
	57,405	(12,912)	<b>44,493</b>
Bank and other loans	(84)	-	<b>(84)</b>
<b>TOTAL</b>	<b>57,321</b>	<b>(12,912)</b>	<b>44,409</b>

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

# Accounting policies

## General information

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

## Basis of preparation

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

## Basis of consolidation

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

a line by line basis with intercompany transactions eliminated on consolidation.

The principal policies of the Group are as follows:

### a. Going concern

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

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

## b. Income

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

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

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

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

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

## c. Cost allocation

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

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

## d. Classification of expenditure

Direct costs represent all costs which relate directly to charitable activities

and governance costs. Support costs are those incurred to support charitable activities and governance.

## e. Project start-up costs

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

## f. Intangible fixed assets

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

## g. Tangible fixed assets

### *Freehold property*

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

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

### *Capitalisation of other assets*

Leasehold improvements, computers and other equipment purchased for

specific projects are treated as revenue expenditure at the date the cost is incurred as the economic benefit derived from their use is tied into the delivery of the service and not the direct benefit of the Charity.

## h. Investments

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

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

## i. Dilapidation provision

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

## j. Financial Instruments

### *Basic financial assets*

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

## *Basic financial liabilities*

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

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

## k. Funds

### *Restricted funds*

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



### Designated funds

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

### Unrestricted funds

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

### l. Leasing commitments

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

Lease incentives are spread over the lease term.

### m. Pension scheme arrangements

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

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

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

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

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

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

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

An additional cessation liability is measured and recognised at the balance

sheet date. A cessation liability is due when the last active member of the defined benefit scheme leaves for any given participation.

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

The cessation liability is presented within accruals.

### n. Judgements and key sources of estimation uncertainty

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

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

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

### o. Cash and cash equivalents

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

# Notes to the consolidated financial statements

(For the year ended 31 March 2025)

## 1. Income

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

### Income from charitable activities

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

## 2. Net income

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

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

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

## 3. Expenditure on charitable activities

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

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

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

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

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





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

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

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

Trustee remuneration and expenses are disclosed in note 22.

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

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

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

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

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

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

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

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

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

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

#### 5. Tangible fixed assets – Group and Charity

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

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

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



## 6. Investments – Group and Charity

	£'000
<b>MARKET VALUE</b>	
At 1 April 2024	<b>230</b>
<b>MARCH 2025</b>	<b>230</b>

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

## 7. Debtors

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

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

## 8. Creditors

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

## Movements in deferred income

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

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

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

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Bank and other loans	<b>84</b>	84	<b>84</b>	84

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

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

## 10. Provisions for liabilities and charges – Group and Charity

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

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

## 11. Limited liability

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

## 12. Unrestricted funds

### Unrestricted funds – Group (2024/25)

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

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

### Unrestricted funds – Charity (2024/25)

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

### Unrestricted funds – Group (2023/24)

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

### Unrestricted funds – Charity (2023/24)

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

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



## 13. Restricted funds

### Restricted funds (2024/25)

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

- a. **Brighton and Hove Primary Care Trust:** Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.
- b. **Brighton and Hove Primary Care Trust:** Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014-15.
- c. **PHE Capital funding – East Lancashire:** Social Enterprise Scheme for refurbishment and re-sale of furniture.
- d. **PHE Capital funding – Central and North Lancashire:** To help create a well led, skilled and valued adult social care workforce.
- e. **Big Lottery:** Funding in Hertfordshire, Staffordshire to improve systems and services to meet the needs of families where a parent is dependent on alcohol.
- f. **Donations to support individuals entering employment:** Various grants and donations received for specific purposes to support the training and employability of ex-offenders.

- g. **PHE Adder funding:** The programme seeks to ensure that more people get effective treatment, with enhanced treatment and recovery provision, including housing and employment support, and improved communication between treatment providers and courts, prisons, and hospitals.
- h. **Corra – SCVO Funding Scotland:** Grants to support the delivery of substance use services in Scotland.
- i. **OHID – IPS funding:** Individual Placement and Support for drug or alcohol dependency in community treatment services.
- j. **OHID – SSMTRG:** Grant received to support drug and alcohol treatment with a focus on reducing drug related crime and deaths.
- k. **MHCLG funding:** Grant to support individuals living on the street.
- l. **Housing Support Grant:** Grant to support individuals with housing and other related costs.

### Restricted funds (2023/24)

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

## 14. Analysis of net assets between funds

### Analysis of Group net assets between funds

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

### Analysis of Charity net assets between funds

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

### Analysis of Group net assets between Funds

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

## Analysis of Charity net assets between funds

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

## 15. Commitments due under operating leases

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

## 16. Commitments due under operating lease receivable

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

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



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

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

## 18. Pension schemes

### Introduction

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

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

### Social Housing Pension Scheme

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

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

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

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

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

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

## 18. Pension schemes (continued)

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

### MORTALITY ASSUMPTIONS BASED ON THE FOLLOWING LIFE EXPECTANCIES

	Life expectancy at age 65 (Years)
Male retiring in 2025	20.5
Female retiring in 2025	23.0
Male retiring in 2045	21.7
Female retiring in 2045	24.5

### ACTUARIAL ASSUMPTIONS: FINANCIAL

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

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

### NHS Pension Scheme for England and Wales

Change Grow Live has separate Directions Body status in 56 areas with NHS pensions during the year to 31 March 2025 (2024:56). Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the schemes can be found on the NHS

Pensions website at [www.nhsbsa.nhs.uk/pensions](http://www.nhsbsa.nhs.uk/pensions).

Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. The total employer contributions payable in 2024/25 were £1,375,974 (2023-2024: £1,469,477).

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

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

An outline of these follows:

#### a. Accounting valuation

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

#### b. Full actuarial (funding) valuation

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

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

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



## 18. Pension schemes (continued)

### Local Government Pension Schemes

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

Accordingly, the FRS 102 disclosures below relate to, the Nottinghamshire County Council Pension Fund, the West Midlands Pension Fund, the London Borough of Lewisham Pension Fund, the Norfolk Pension Fund, the Reading Pension

Fund and the Merseyside Pension Fund and all six schemes are disclosed together as required by FRS 102.

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

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

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

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

## 18. Pension schemes (continued)

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

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

## 19. Subsidiary companies

### Change Grow Live Services Ltd

(Company number 6228752 (England and Wales))

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

	2025 £'000	2024 £'000
Income	308,630	265,169
Expenditure	(307,093)	(263,785)
<b>PROFIT BEFORE GIFT AID</b>	<b>1,537</b>	<b>1,384</b>
	2025 £'000	2024 £'000
Gross assets	73,811	61,002
Total liabilities	(73,811)	(61,002)
<b>NET ASSETS</b>	<b>-</b>	<b>-</b>

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

### Bounce Back Foundation

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

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

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

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

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

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

## Social enterprises

### Bounce Back Project Limited

(Company number 8699910 (England and Wales))

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

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

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

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

	2025 £'000	2024 £'000
Income	107	270
Expenditure	(94)	(249)
<b>NET INCOME</b>	<b>13</b>	<b>21</b>

	2025 £'000	2024 £'000
Gross assets	112	166
Total liabilities	(495)	(562)
<b>NET LIABILITIES</b>	<b>(383)</b>	<b>(396)</b>

### Dormant subsidiary companies

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

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

## 20. Investments

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

## 21. Capital commitments – Group and Charity

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

## 22. Trustee and related party transactions

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

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

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

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

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

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

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

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### 23. Ten-year summary

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

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

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