
FOUNDATION FOR CHANGE

(Registered Charitable Incorporated Organisation No. 1156575)

TRUSTEES ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2022



(Registered Charitable Incorporated Organisation
registration number: 1156575)

**Trustees' Annual Report and Unaudited
Receipts and Payments Accounts**
for the year ended 31 March 2022

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LEGAL AND ADMINISTRATIVE INFORMATION

Charity Name: Foundation for Change

Registered Charity Number: 1156575

Principal address: 119 Shoreditch High Street, London, E1 6JN

Trustees

1. Eleanor Besley-Gould: Chair
2. Caroline Simmons: Treasurer
3. Caroline East: Secretary
5. Clifford Atkins: Legal
6. Matt Clack: Public Health
7. Clarissa Mascheroni: Communications

Senior Staff

Bob Bharij – Chief Executive

Reference and Administrative Information

The trustees present their annual report and financial statements of the charity for the year ended 31 March 2022. The reference and administrative information set out on page 2 forms part of this report.

The Trustees have taken advantage of the smaller charities exemption under Section 133 of the Charities Act 2011, and have prepared these accounts on a Receipts and Payments basis. Consequently, the charities reporting guidance and requirements under “Accounting and reporting by charities: Statement of Recommended Practice (SORP)” do not apply to these accounts.

Structure, Governance and Management

- Type of governing document: Constitution dated 14th March 2014
- How the charity is constituted: Charitable Incorporated Organisation
- Trustee selection methods: Only the board has the power to appoint new trustees. Proposals will be made to the Chair of the Board and the directors. Candidates must submit an expression of interest which is reviewed by the Chair and directors who then interview the candidate. The chair and the directors make their recommendations to the rest of the board to approve the candidate's appointment.

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Culture and Protections

We are an equal opportunities organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or trainees who are or become disabled.

Public Benefit

In setting our objectives and planning our activities, our trustees have given careful consideration to the charity commission's guidance on public benefit.

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TRUSTEES ANNUAL REPORT

Trustee activities for the year 2021-22

James Odling Smee stepped down from the board and his role as chair in September 2021 due to a change in working commitments meaning he was unable to meet the commitments of being a trustee. He was thanked by the board and Directors for his contribution to Foundation for Change. Ellie Besley-Gould, a trustee of Foundation for Change since September 2016, was elected as the chair.

The board welcomed Clarissa Mascheroni as a new board member in February 2022.

Senior staff activities for the year 2021-22

Liz Naylor stepped down from her role as Director of Learning. Liz was a co-founder of the organisation and played an instrumental role in developing and shaping Foundation for Change. She was thanked by the board and staff for her contribution.

Objectives and Activities

Summary of the objectives of the charity set out in its governing document:

To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society*.

*For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; being a carer for a family member affected by substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards; crime (either as a victim of crime or as an offender rehabilitating into society).

Summary of the main activities undertaken for the public benefit in relation to these objectives

Foundation for Change (FFC) is a registered CIO bringing about social change by harnessing the transformative power of education. We work with individuals who have experienced multiple disadvantage, in particular those who have histories of drug/alcohol addiction.

Our mission is to change the way addiction - and other symptoms of complex disadvantage - are addressed at individual and systemic levels through the transformative power of education.

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We recognise substance use as being one of many ways trauma manifests in individuals affected by social disadvantage. Working with root causes over surface symptoms, our goal is to improve the economic and social wellbeing of marginalized individuals.

We support individuals with a history of substance use to permanently exit the treatment system, have better futures and fulfil their potential. We do this via a range of programmes designed to facilitate social inclusion by developing personal insight and a greater understanding of society. Our work offers participants the opportunity to gain accredited qualifications and take part in our intensive move-on support.

We have created a unique educative approach that helps people understand the root causes of their behaviours and helps them develop more accurate and compassionate understandings of their life experiences.

We cultivate a space where people can come together to discuss shared experiences, build connections and experience a sense of community that is crucial for sustaining change long-term.

We place individual behaviours such as addiction within the wider context of social inequality to help remove the stigma and shame that perpetuate social exclusion.

Our Courses

Psychology for Change is an intensive, 8-week course for people at the latter stages of their recovery journey. It helps them develop a more accurate understanding of their life experiences and build a more solid foundation to build the rest of their lives upon.

The course draws upon a range of subjects that primarily focus on psychology – and through this, self-understanding – and that also include philosophy, feminist theory, social history, politics, sociology and more. Developing this bigger picture perspective and understanding individual experience within the wider context of social inequality significantly reduces the feelings of shame rooted in people believing they are to blame for how their lives turned out. It helps people let go of much of the stigma they carry about their pasts.

Feminism for Change is a 5-week course for women in recovery from drug and alcohol addiction that helps develop self-esteem and awareness through exploring feminist ideas.

Over the five-week period, there are three, hour-long, one-to-one tutorials to provide additional support and a space in which participants can further reflect on what they are learning.

It provides a safe space for participants to explore and learn about the ways in which gender stereotypes, roles and expectations and gender-based power imbalances have influenced their own behaviour, interpersonal relationships and their relationships with substances. The course particularly helps participants to examine how these issues may impact their ongoing recovery.

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Achievements and Performance in 2021-22

2021-22 was a year of significant change for FfC not only as a result of needing to respond to the pandemic and provide our courses online, but also due to a complete restructure of the organisation in line with our growth and strategic planning.

We ran the following online courses during the year:

- **Psychology for Change**
 - 2 Intakes
 - 17 starters
 - 16 graduates
- **Feminism for Change**
 - 2 intakes
 - 11 starters
 - 7 graduates
- **Additional programmes to support online learning**
 - 6 podcast episodes
 - 32 hour-long seminars

We launched a new strategy for the organization in January 2022 and in line with strategic goals and increased funding have been able to recruit new senior team members to support the ongoing delivery and expansion of our courses in person to more people during 2022.

Future plans

Over the coming years, we plan to focus on the four core areas identified below. By the end of the three year period, we aim to have developed the internal infrastructure and external relationships we need to carry us into our future and begin the next stage of working towards our goal of increasing the reach of our work through social franchising.

Key Objective 1 – Programme Design & Delivery

We have recruited a Head of Learning & Programme Development to support with strengthening our core service delivery: developing long-term and successful referral pathways into the organisation to increase the number of people coming through our doors; delivering courses of an exceptional quality that have a transformational impact on the lives of our course participants; and growing the number of move-on opportunities for graduates of our courses. We will build capacity within the training team to help us increase the reach of our work as well as expanding on our current offerings to be able to provide a range of programmes that all incorporate the FfC approach.

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Key Objective 2 – Operations & Leadership

Fundraising, communications, M&E and HR will be our backbone of FfC over the next three years and beyond. We have recruited a Head of Impact & Communications to enable a greater focus on these two core operational aspects. This role, along with a Head of Learning & Programme Development, will work closely with the Chief Executive to provide the necessary oversight to drive forwards FfC's Theory of Change (see Appendix I). Moving clearly from start up to a growth phase, and with a clearer sense of our vision and mission, we are expanding our board to meet specific skills gaps identified in a skills audit. Along with the aim of having a more diverse board, we aim to develop within the board a greater focus on planning, strategic oversight and accountability.

Key Objective 3 – Raising the profile of our approach

With increased capacity from a Head of Impact & Communications and expertise at board level in communications and marketing, we will raise our profile to showcase our work online and within the broader sector working with multiple disadvantage. This will focus on publicising our approach, demonstrating what it's achieving, highlighting the offer we can make to referrers, and increasing public awareness of our organisation. We will reach and engage with our various audiences effectively, and ensure we deliver brand consistency across all internal and external communications.

Key Objective 4 – Monitoring, Evaluation and Learning

We recognise the importance of monitoring, evaluation and learning (MEL) both to drive our Theory of Change and to continually improve performance. We will continue to cultivate the strong FfC culture of learning by strengthening the systems and practices that support and encourage both individuals and the organisation to increase knowledge, competence and performance levels on an ongoing basis. In turn, this will increase our capacity to grow, learn and achieve our purpose.

Our Theory of Change

Our theory of change articulates our belief in the life changing impact our courses have on participants. It navigates from the things we do (outputs), through the things that happen (outcomes), to the things that change (outcomes). We believe this offers more honesty in what we deliver, by recognising what can be achieved in the short and medium terms.

This map has been created iteratively over several years, with close participation from trustees, staff, and external colleagues. We will continue to develop this, recognising the broader societal impacts we can achieve, and ensuring any assumptions are tested.

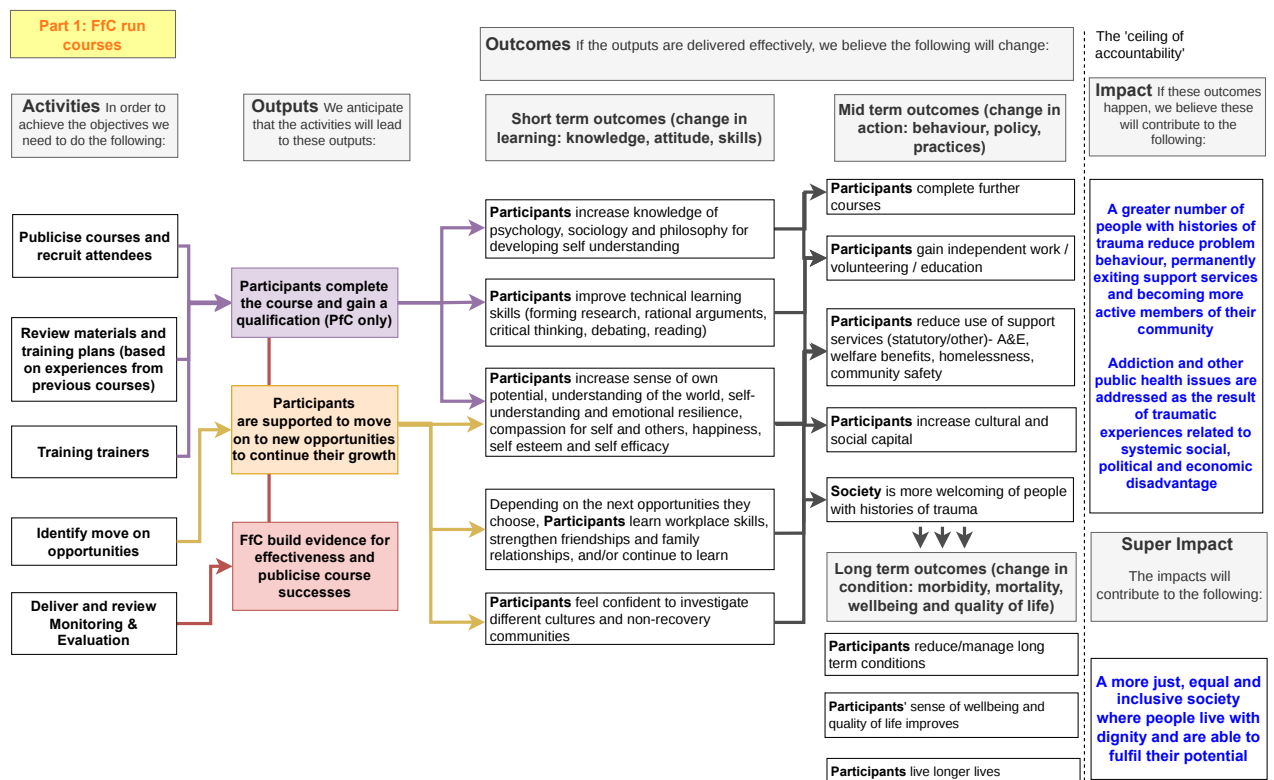
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FfC Theory of Change



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**TRUSTEES ANNUAL REPORT
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Financial Review

Review of financial position

We began the 2021/22 financial year with funds of **£164,265** carried over from the previous year. In total we secured £215,885 of funding in the year 2021/22, ending the year with a total of £209,446, which is above our reserves requirement. Of the total funds at year end, £203,587 was unrestricted and £15,298 was restricted.

Reserves and reserves policy

As a sign of our continuing financial robustness, the trustees follow the reserves policy that was set in place in November 2017. The Chief Executive meets the treasurer bimonthly to assess the level of reserves as well as income and expenditure, cash flow, forecasting, and fundraising activities. The policy requires that unrestricted reserves are set as being two months’ expenditure (rather than a fixed amount), based on costs relating to the previous two months at any given time. This allows for flexibility for fluctuating running costs.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Declarations

The trustees declare that they have approved the trustees’ report above.

Signed on behalf of the charity’s trustees

Signature(s)		
Full name(s)		
Position (e.g. Secretary, Chair, etc.)		
Date		

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Independent examiner's report on the accounts



CHARITY COMMISSION
FOR ENGLAND AND WALES

Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name

Foundation for Change

**On accounts for the year
ended**

31 March 2022

**Charity no
(if any)**

1156575

Set out on pages

12-14

(remember to include the page numbers of additional sheets)

**Respective responsibilities
of trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("the Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention.

**Basis of independent
examiner's statement**

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

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Independent examiner's statement In connection with my examination, no matter has come to my attention (other than that disclosed below)

1. which gives me reasonable cause to believe that in, any material respect, the requirements:
 - to keep accounting records in accordance with section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act
 have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

DocuSigned by:
Sandra Jedsmo
 F97D5EA2FE514FE...

Date:

04/08/2022

Name:

Sandra Jedsmo

Relevant professional qualification(s) or body (if any):

ICAEW

Address:

Beckenham, BR3 4PZ, Kent

Section B**Disclosure**

Only complete if the examiner needs to highlight material problems.(E.g. accounting records have not been kept in accordance with s132 of the Charities' Act 2011 and those accounts do not comply with the requirements of the 2008 Regulations setting out the form and content of charity accounts; any material expenditure or action which appears not to be in accordance with the trusts of the charity; any failure to be provided with information and explanations by any past or present trustee, officer or employee; and any material consistency between the accounts and the trustees' annual report.)

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Give here brief details of any items that the examiner wishes to disclose.

N/A

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 CHARITY COMMISSION FOR ENGLAND AND WALES	Charity Name Foundation for Change		No (if any) 1156575		CC16a
	Receipts and payments accounts				
	For the period from	Period start date 01/04/2021	To	Period end date 31/03/2022	
Section A Receipts and payments					
	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Grants and donations					
CSR	12,729	-	-	12,729	-
Fundraising Events	-	-	-	-	620
Individual Donations (incl. Standing Orders & Website appeals)	1,473	-	-	1,473	2,123
Major Donors (Private)	22,397	-	-	22,397	18,695
Statutory (Local Authority)	-	-	-	-	1,200
Trusts and Foundations	160,870	15,298	-	176,168	216,039
Other					
Gift aid	5,626	-	-	5,626	-
Services	250	-	-	250	7,200
Miscellaneous income	242	-	-	242	10
Sub total (Gross income for AR)	203,587	15,298	-	218,885	245,887
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	203,587	15,298	-	218,885	245,887
A3 Payments					
Staff salaries	90,516	11,785	-	102,301	106,620
PAYE and National Insurance	32,542		-	32,542	28,784
Pensions	6,147		-	6,147	6,034
Staff development & training	1,092		-	1,092	545
Staff Refreshments	146		-	146	-
Recruitment	889		-	889	-
Consultants	123		-	123	2,945
Advertising and publicity	-		-	-	206
Bank Charges	108		-	108	69
Accountancy	-		-	-	354
Independent examination	-		-	-	324
Insurance	572		-	572	569
Refuse disposal	82		-	82	-
Rent	21,997		-	21,997	16,497
Communications - Talk Talk/Zoom/Mobile	829		-	829	654
Transport	120			120	
Stationery and postage	343		-	343	112
Office Equipment, Repairs & Maintenance	428		-	428	654
Renovations	550	3,513		4,063	
Supervision	609		-	609	1,500
Website	11		-	11	6,867
Licenses & subscriptions	490		-	490	-
OCN learner fees	190		-	190	114
Open College Network annual fee	650		-	650	325
Miscellaneous expenditure	46		-	46	86
Sub total	158,481	15,298	-	173,779	173,260

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 CHARITY COMMISSION FOR ENGLAND AND WALES	Charity Name		No (if any)		CC16a
	Foundation for Change		1156575		
	Receipts and payments accounts				
	For the period from	Period start date	To	Period end date	
		01/04/2021		31/03/2022	

Section A Receipts and payments					
	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	158,481	15,298	-	173,779	173,260
Net of receipts/(payments)	45,106	-	-	45,106	72,627
A5 Transfers between funds			-	-	-
A6 Cash funds last year end	164,489	-	-	164,489	91,862
Cash funds this year end	209,595	-	-	209,595	164,489

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Section B Statement of assets and liabilities at the end of the period				
Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Bank account	209,447	-	-
	Petty cash	149	-	-
		-	-	-
	Total cash funds	209,595	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details			
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
		-	-	
		-	-	
		-	-	
		-	-	
		-	-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	