



# Annual Report and Accounts

For the year ended 31<sup>st</sup> March 2019



## **Discover what we achieved in 2018-19**





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



## **Our values**

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**Be open**

**Be bold**

**Be compassionate**

## **Contents**

<b>Chief Executive's report</b>	4
<b>Message from our chair</b>	6
<b>Review of the year</b>	
» Trustees' report	8
» Independent auditor's report	52
<b>Consolidated statement of financial activities</b>	56
» Balance sheets	57
<b>Consolidated statement of cash flows</b>	58
» Accounting policies	59
» Notes to the accounts	62

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**Mark Moody**  
Chief Executive



**We are increasingly working towards delivering services which address the wider health and social context of those we support.**

## Chief Executive's report

**Everything we do must support our reason for existing, which is to help our service users live the best possible lives they can. Our staff and those who use our services are the experts when it comes to determining how we should achieve this. They know what works and how we can best help people to change and grow.**

My job, and that of the senior team and support services, is to create an environment where those working in and using our services can shape and inform what we do. I am absolutely certain that we must harness their expertise and knowledge to evolve and improve.

So for me, the early part of this year was all about listening. Along with my senior team, I attended consultations across the country to find out what staff, volunteers and the people who use our services really think and experience.

Over 700 staff and 500 service users spoke to us freely and frankly. This was at times a challenging and humbling experience- honesty can be hard to hear- but we learned a huge amount and were given an amazing array of ideas about how we can improve.

The consultation was a fantastic experience which invigorated everyone who took part and helped us all to reflect on why we do what we do. And what we heard will shape our culture and help define our future direction.

We have now launched a new organisational strategy, redefined our values and begun developing our policies and procedures to improve the organisation at every point of contact; embracing those who use our services and our partners and commissioners.

I would like to thank everyone who took part in this work for giving so much of themselves to support this important stage in our evolution.

It has been another strong year for starting new services and refreshing existing activity. Our organisation is about people, not problems. We help

the person who is disguised by the problem to recognise their strengths and blossom. Helping people make a better life means addressing all their needs, not just their presenting concern. So we are increasingly working towards delivering services which address the wider health and social context of those we support: services which address physical health, mental health and emotional wellbeing, tailored to each individual.

New services this year include work with gangs in Waltham Forest and a new day centre for homeless people in Camden. Both are new areas of activity for us and we are excited about their potential. We also added sports to the existing music activities at our Newham service which improves the resilience of young people with emotional and mental health needs.



**I believe we are all responsible for this organisation and it is up to us to decide how we shape it to achieve the best outcomes for everyone. I am making changes to provide opportunities for everyone to share their perspectives and listen to one another.**

Our Hull substance misuse team developed a dedicated alcohol service in response to national research outlining the benefits of a specialist approach to service user outcomes. And we reinvigorated the recovery culture in our north east prison services to give everyone a stake in its success.

Winning new business is important, but retaining existing business and adding new dimensions to existing contracts is

a particularly gratifying endorsement of the quality and impact of our work. This year we retained over 90% of the contracts we re-bid for, demonstrating that commissioners are convinced we make a difference and know that we deliver on our promises.

To build on and share this success, we aim to engage more deeply with the wider sector and reach out to others who are working on the

same issues and challenges. This means forging partnerships where we can add value, and sharing our research and resources to help other organisations to do the best they can.

For example, during the year we sought opportunities to work with women's charities. Some 70% of our service users are male so we feel it is important to find ways to extend our expertise to more women and have a greater impact on women's lives. As a first step in this direction, we delivered leadership and organisational development work to the team at the Women in Prison charity. We will be working with them over the coming year to find opportunities to extend this work to a community of smaller charities that specialise in working with women who are affected by the criminal justice system.

We are also looking at ways to share our knowledge and resources with other organisations by freely publishing research on our website. We have already uploaded a toolkit for improving the management of medically-assisted treatment and will share our approach to safeguarding. This is done in the spirit of helping the whole sector to make use

of existing knowledge and resources so we can all devote as much time and money as possible to frontline services.

We will be looking for further ways of working with other organisations over the coming year and proactively sharing our skills and resources where we believe we can enrich and improve opportunities for users of services everywhere.

We will also continue to strengthen our partnership with our commissioners to ensure we work together effectively to develop and deliver the very best services we can.

I am confident that we face the challenges of the coming year as a strong organisation focused on an overriding shared goal – to improve the lives of everyone who uses our services and support them to overcome the increasingly desperate and complex problems they face.



**Mark Moody,**  
Chief Executive

# Message from our chair

**This, the first full year for our ‘new’ CEO, Mark Moody, has been one of improved care for our service users, new service development and improved governance. Change Grow Live is showing remarkable resilience and progress as an organisation, mainly due to the commitment and skills of Mark, the other executives and managers, and all our staff.**

In March 2019, our subsidiary Sova merged fully with Change Grow Live, completing the process of greater integration between our two organisations. We are confident this merger provides the best possible conditions for the future success of Sova’s excellent services.

Sova’s former Chief Operating Officer Sophie Wilson left during the year prior to the merger. I would like to thank her for her invaluable contribution to the development of Sova and for supporting staff and service users through a period of considerable change. I would also like to welcome John Leach as Head of Operational Delivery. He will lead future development of the former Sova services under a new directorate focused on Employability, Education and Training.

We said goodbye to Wilf Bardsley who resigned from the Board in June 2019. Wilf joined us in December 2015. He has made a huge contribution to the integrity of our governance process through his service on the quality and performance sub-committee and his wider contribution to the Board. We shall miss him and we wish him well for the future.

Four new executive director roles were created during the year to strengthen leadership in our regions, and in November 2018 we welcomed Andrew Mondon to the new role of Chief Finance Officer.

Congratulations to our Medical Director, Dr Prun Bijral, who was made a Fellow of the Royal College of Psychiatrists and elected to the College’s Faculty of Addictions Psychiatry.

Congratulations also to our chief pharmacist, Mohammed Fessel, who was appointed to the Advisory Council on the Misuse of Drugs (ACMD), the most senior body which advises government on the control of dangerous or otherwise harmful drugs.

We strove to take a national lead in raising awareness of the harms of drugs, with further work to inform the sector of the dangers of increasing fentanyl use. We also launched a national programme to improve the impact of medically assisted treatment and reduce deaths associated with opioid use. Our work in this field was recognised by Public Health

England and members of our team have been invited to advise the government on developing a national programme. And we made significant progress in our ambition to eradicate hepatitis C in our services.

We are one of the largest providers of practice placements for social work students in the UK. Our contribution to developing the social workers of tomorrow was recognised by an invitation from the government’s Chief Social Worker for Adults to discuss our work in this field on her Department of Health and Social Care blog.

We are proud of our commitment to accessibility, inclusivity and to creating an environment where all our staff and those who use our services feel valued, respected and able to work to the best of their abilities. So we were delighted to climb a further 74 places this year in the LGBT Stonewall Workplace Equality Index, and achieve our ambition of entering the top 100.

Finally, we were delighted that our film ‘Carl’s Story’ won a silver award at the 2019 Charity Film Awards. This compelling film shows how Carl recovered from addiction and transformed his life; it vividly demonstrates that recovery is achievable and I urge everyone to watch it.



**Professor Mike Pringle CBE,**  
Chair

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**We have had fantastic support from our commissioners as we strive to improve our delivery and explore new areas of service delivery.**

**Working in partnership we will continue to help those who come to us to change the course of their lives, grow as people, and live their lives to the fullest extent possible.**





# Trustees' report

## Strategic report Our objectives

Our objective is to deliver integrated health and social care services that improve people's health and wellbeing and support and encourage them to achieve positive and life-affirming goals.

We empower people and help them to access treatment or therapy and to change their lifestyle or behaviour in positive ways. Our approach encourages people to recognise and develop their strengths and to build strong, positive relationships in their local communities.

### Some highlights

- Every day we worked with 74,000 people to support them on their recovery journey.
- Nearly 47,000 people visited our needle exchanges for advice and information about reducing the harm caused by drug use.
- 61% of our opiate clients were offered naloxone and 44% accepted or already had this life-saving kit.
- 85% of our services now have an on-site Hepatitis C clinic and 1,200 staff have been trained to use dry blood spot testing to identify Hepatitis C infection.



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

# Activities

Our health and wellbeing services support people who face a range of difficulties including mental and emotional health needs, homelessness, criminal activity, addiction, domestic abuse and deprivation.

We work across England, Scotland and Wales offering free, confidential treatment and support to anyone who needs us, including adults, children and young people, families and friends, offenders and the wider community.

Our teams work in more than 160 locations across England and Wales to deliver a wide range of services, including:

**Our approach encourages people to recognise and develop their strengths and to build strong, positive relationships in their local communities.**

## Health and wellbeing

We support adults, young people and families to improve their physical and mental health and emotional wellbeing. Our services address health problems linked to social and economic deprivation, such as homelessness, offending, substance misuse and smoking.

Our approach combines medical, psychological and social work interventions to support people to improve their lives through lifestyle and behavioural changes that increase independence and self-determination.

## Children, young people and families

We support children, young people and families with issues ranging from emotional and mental health needs, lack of family or parental support, problems with drugs and alcohol and involvement in other risky behaviours.

Our services provide each young person with a personalised network of information and support designed to help them make the most of their life chances and envisage a positive future. We seek to intervene early to prevent problems escalating and to keep families together.

Our professional teams of counsellors, social workers, family support workers, youth workers and clinical psychologists deliver integrated services to

optimise physical, mental and emotional health and improve young people's life chances.

## Carers, families and communities

As well as supporting individuals with their specific problems, we also support unpaid family and friends who care for them, as well as wider local communities who are impacted by the needs and behaviour of others. This includes information and advice on how best to support the person cared for as well as opportunities to meet and share experiences with other carers.

## Substance misuse

Our clinical drug and alcohol treatment and recovery services support adults and young people to understand the health risks of drug or alcohol use, and support them to reduce or stop their use safely.

Services are delivered in local communities by integrated teams of doctors, nurses, psychiatrists, recovery coordinators, recovery champions, peer mentors and volunteers.

## Work with people involved in the criminal justice system

We offer rehabilitation interventions and services across the country to support people to stop offending and regain control of their lives.

Our services in communities and prisons aim to improve the physical and mental health and social behaviour of offenders and promote rehabilitation in the community. Our wide-ranging support covers substance misuse issues, housing and employment needs, family work, mentoring, work with young people who are at risk of offending and supported housing for people leaving prison who are regarded as 'high risk or high profile'.

### Domestic abuse

Our domestic abuse services provide information, advocacy and practical and emotional support to people affected by domestic abuse and violence.

We help keep victims safe and support people to explore their options and make informed choices. We provide interventions in GP surgeries and hospitals and online information and resources as well as one-to-one support.

### Housing and street services

Our street outreach services work with vulnerable people who sleep rough on the streets or who are in insecure accommodation, many of whom have additional needs including mental health problems and drug or alcohol dependencies.

We also provide supported housing for people with substance misuse needs and help people in the community to learn life skills and maintain tenancies.



# Service delivery

These service profiles highlight some of our work across the country during the year to support people with diverse health and social care needs.

## Improving mental health support

**People with a dual diagnosis of severe and enduring mental health conditions and substance misuse needs can get specialist mental health support alongside core substance misuse interventions at The Atlantic Recovery Service in Dudley.**

The service aims to stabilise people with mental health conditions so they can benefit from substance misuse treatment and participate in all the recovery activities on offer in the general substance misuse service.

Two full time community psychiatric nurses (CPNs), overseen by a consultant psychiatrist, manage the prescription of substance misuse medications alongside medication prescribed to manage mental health symptoms. They monitor the effect of prescribed medication and substance misuse through regular health checks including ECGs, blood tests and anti-psychotic medication monitoring.

The CPNs review and assess anyone who presents to the substance misuse service with a mental health need. Where possible they support people within the service and will work jointly with their recovery worker until their mental health becomes stable.

Home visits enable the team to support both service users and their families and reduce the risks associated with substance misuse and mental health. They offer practical help with benefits and tenancy sustainment as well as health advice and support with daily living activities, such as attending appointments.

The team also liaise with mental health services to ensure there is a referral and inpatient care pathway for people who become acutely mentally ill.

## Reducing pressure on emergency health services

**An innovative project is improving the health of vulnerable people with escalating needs who frequently attend emergency health departments.**

The STEP (Succeed Thrive Empower Pennine) project grew out of a need to reduce pressure on the hospital emergency departments and other secondary care services in East Lancashire and Blackburn with Darwen.

The team aims to keep people out of hospital by enabling them to access more effective care, support and treatment in the community. This includes developing links with community services and support networks as well as supporting people to book and attend GP appointments, and attend outpatient appointments in preference to inappropriate A&E attendance.

People are guided and educated to make informed choices about their care and to have the confidence and knowledge to choose and use the best community networks and services for their needs.

Partnership working and information sharing with other health and social care services supports 'integrated care' planning that addresses the complexity of people's needs to ensure they get the right care at the right time.

In the first six months of operation, 80% of the cohort showed reduced A&E attendances by 25% after full assessment and active case management.

***The STEP team works across the Pennine Lancashire Integrated Care Partnership footprint and is commissioned jointly by East Lancs and Blackburn with Darwen CCG.***

## Boosting prison recovery culture

**The recovery culture and communication in our North East Prisons services was reinvigorated during the year through a dedicated programme of consultation and activity with staff, service users and recovery partners.**

The North East Prisons services inherited through Lifeline had undergone extensive change and reorganisation. This had led to a loss of cultural identity and a breakdown in communications within and across teams. So a recovery culture implementation lead was appointed to work with teams to identify what was needed to strengthen and develop a strong cultural identity and support a positive recovery culture for service users.

The culture implementation lead consulted with staff, service users and partners across prison sites to review current ways of working and identify recommendations for change. She was supported by culture champions at each prison site who worked closely with prison teams, service users and partners to review team recovery culture, share good practice and develop ideas and innovation.

Service users and prison partners were involved through a Shape Our Service roadshow which visited all the prison sites to enable service users and prison partners to share their ideas. The implementation lead also worked with prison partners to promote joint working and partnership.

A monthly staff bulletin now shares good practice across sites and provides a platform for recognising individual staff who have demonstrated and championed positive values in their work. Similar publications are produced for service users at each site to feedback on what is happening in response to their involvement.

A wealth of practical and innovative ideas generated by this programme are now being implemented across the sites and are having a positive impact on the experience of staff, service users and partners.



## Specialist alcohol treatment service

**Hull ReNew has introduced a dedicated, specialist alcohol treatment pathway to support people to become alcohol free or to drink within NHS guidelines.**

Prior to October 2018, people with alcohol needs and people using other substances attended combined groups with generic case management at the integrated service. But despite high numbers of dependent drinkers in Hull, numbers in treatment and successful outcomes were declining.

A PHE report in November 2018 suggested people would be more likely to enter treatment if they had access to a bespoke service. This would overcome their reluctance to attend a drug service and the loss of focus on the needs of alcohol users amongst cohorts of chaotic and complex opiate users.

So from October 2018, Hull ReNew launched a dedicated alcohol hub offering specialist alcohol treatment pathways, an alcohol psychosocial programme and an alcohol-only 12-step rehabilitation programme.

The service works in partnership within hospitals to provide early interventions

and support for those with significant alcohol-related health issues. Assertive outreach in GP surgeries and community locations also takes the service directly to those unwilling to attend the alcohol hub.

Since implementing the dedicated alcohol service there has been a:

- 50% increase in people accessing the service for alcohol treatment.
- 30% increase in people engaging in treatment at the service.
- 20% increase in successful alcohol outcomes. Only 0.5% have re-presented, which is a 5% decrease on the previous year.

The specialist service also attracts older people and professionals with high pressure jobs, who would not otherwise have come into a drug service.

ReNew received £133,000 of PHE funding in April 2019 which it is using to improve group, family and clinical facilities at the alcohol hub, upgrade the mobile health and wellbeing van and improve equipment at GP surgeries.

## Better health for homeless people

### **A highly effective partnership between our Leeds Street Outreach Service and Bevan Healthcare is transforming access to health and wellbeing support for homeless people in Leeds.**

A medical team from Bevan work alongside the Change Grow Live street outreach team to take healthcare services direct to those who need them. A mobile bus provided by Bevan also offers health and wellbeing support in the city and at locations outside the city for those who do not access city centre services.

Bevan's physical health nurse works in partnership with us through the Safer Leeds Street Support Team and our street outreach team to implement joint support and action plans for the most entrenched or complex individuals on the streets. We encourage homeless people to register with GPs and can fast track appointments for those most in need.

Joint outreach sessions with Bevan's mental health nurse engage those in need of mental health support and she also gives us specialist advice on how to support people with mental health needs.

The Bevan nurse consultant can assess people's health needs on the street and prescribe medications. This means some of the most vulnerable and entrenched people we work with can benefit from vital healthcare support and treatment.

Finally, the Bevan outreach coordinator works alongside our outreach service to offer on street advice and encourage people to use the healthcare bus for further medical support.

By combining our in-depth knowledge of the rough sleeping population in Leeds with Bevan's healthcare expertise, this partnership is making a huge difference to the health and wellbeing of some of the city's most vulnerable people.



## Reducing smoking in pregnancy

### **An innovative and effective approach to smoking cessation is helping pregnant women and their partners in Newcastle to stop or reduce their smoking.**

Our partnership with the maternity directorate at Newcastle Royal Victoria Infirmary has equipped health professionals to make effective use of every contact with pregnant women and their partners to talk about smoking cessation.

For example, we have trained sonography staff to make the most of the emotionally intense experience of scans to raise the topic of smoking cessation. This has encouraged 212 women and their partners to be referred to smoking cessation help.

The hospital has made CO monitors available across the department and trained staff to measure levels of carbon monoxide in the women's breath at all contacts, encouraging them to track and monitor their progress.

All staff have now been trained to be confident about having the difficult conversation with people

about their smoking behaviour and in giving smoking cessation advice and information about alternatives such as vaping.

- Nearly 640 women have been referred for stop smoking support since July 2017.
- There has been a 2% drop in rates of women smoking at delivery from 2017-18 to 2018-19.

The smoking cessation service has been nominated for a Newcastle Upon Tyne Hospitals 'Celebrating Excellence Award' in the Partnership category.





## Working with young people

Change Grow Live delivers some 48 children and young people services nationally, including substance misuse treatment, prevention and early intervention, emotional wellbeing, offending, parental substance misuse, outreach, independent visiting and advocacy. Thirty of these are substance misuse services making us the single largest provider of young people's substance misuse services across England and Wales.

The mission is simply to support children and young people to realise their vast potential, regardless of the adversity they are facing. We do this through developing meaningful relationships, building resilience and supporting a safe transition to independence.

We know if we can support young people at an early stage, they are less likely to make decisions they may later regret and we can break inter-generational effects of adversity. That's why our young people's services focus on providing friendly, non-judgemental advice and support to enable young people to make better-informed, safer and healthier lifestyle choices.

Substance misuse amongst young people is not typically the cause of their problems as with older populations; instead, it is the symptom of their broader personal, health and social challenges – a coping strategy. A primary focus on their substance use is therefore often futile. In reality, we must deliver emotional and social resilience services for young people, delivering holistic interventions, with a focus on integrated partnerships.

Whilst many young people use substances without any lasting ill-effect, for others, substance use is a sign of more complex underlying issues and can escalate to more

**We supported approximately 3,000 young people in treatment last year, and provided early intervention support to over 25,000 young people.**

problematic use. Change Grow Live is responding. With a focus on prevention and early intervention, we promote safeguarding as everyone's responsibility, empowering stakeholders to suitably identify and respond to substance use.

For example, we have developed a Young People's Drug & Alcohol Screening Toolkit and last year we trained over 4,000 external professionals in screening and offering brief advice. Our service in Coventry, in partnership with Brook and Mentor UK, is developing an interactive website for all primary and secondary schools in the city, with resources

on drugs, alcohol, sexual health and relationships.

Although fewer young people are presenting to services with problematic substance use, they are presenting with higher levels of associated vulnerability and complexity, including mental health issues and emerging safeguarding issues such as criminal exploitation ('county lines'). With limited access to mental health provision and increasing thresholds for social care, never has the role that Change Grow Live has to play been more vital in safeguarding our future generation.



## Service development

A selection of our new services developed during the year which extend and enrich our service provision:



### DIVERT Rotherham Young People's Service

This specialist substance misuse service supports young people affected by drugs or alcohol living in Rotherham. The service is delivered in convenient places that young people can easily access and also offers training for professionals, to support the delivery of drugs and alcohol education and evidenced based prevention across the borough. The service delivers group-based sessions, and brief one-to-one interventions, providing evidence-based early intervention and prevention to targeted groups of vulnerable Tier 2 children and young people considered at risk of drug or alcohol harm.

### Wandsworth Prison

We have been subcontracted to provide psychosocial substance misuse services in HMP Wandsworth (on behalf of Oxleas NHS Foundation Trust (including Oxleas Prison Services) and South London and Maudsley NHS Trust). Asset-based, recovery-focused interventions address substance misuse and desistance and seek to maximise the short-time available to work with the remand population. Substance-specific psychosocial interventions and pathways are delivered across the prison with recovery journeys co-designed by patients supported by trained mentors.



### **West Lothian Alcohol and Drug Recovery Service**

A recovery service for people aged over 16 years with a community hub and outreach into the local community. One-to-one support using psychosocial interventions is provided by recovery key workers supported by peer mentors and volunteers. Structured community rehabilitation is provided via a thriving community programme, drawing on the assets of West Lothian's residents, voluntary and community groups.

### **Cambridgeshire Substance Misuse Service**

This new service provides adult substance misuse treatment across Cambridgeshire from hubs and community satellites across the county, including Cambridge, Huntingdon and Wisbech. People are supported to achieve long-term positive change and improve their health and well-being through psychological treatment, online support and specialist criminal justice input. Dedicated recovery coordinators support people in community in partnership with local pharmacy services.

### **Waltham Forest Gangs Prevention Programme**

This service works with adult gang members in the community and those returning to the community from custody. Case workers provide support with a range of resettlement needs including debt, accommodation, training and employment. They also support people to integrate into their local community and build strong supportive relationships that will help them with lifestyle and behaviour change.

## Retentions

A selection of existing services which we retained when they were retendered this year:



### Spectrum Herts

Our adult drug and alcohol service across Hertfordshire was recommissioned with the addition of a specialist Families and Young People's service offering individual and group support, access to counselling, sexual health support and advice on image-enhancing drugs and new psychoactive substances. We also work in schools and colleges and support people affected by someone else's drug or alcohol use.

### Camden Routes off The Streets

We have delivered street-based outreach in Camden for rough sleepers and those involved in street activity since 2005. This year the newly commissioned service combines an assertive street model with an assessment hub and a new specialist day centre. The service focuses on vulnerable adults with complex needs, including substance misuse, homelessness and mental health and deliver outcomes in a multi-agency setting.

### Newham HeadStart

This music service for young people aged 10-16 with emerging mental health difficulties was retained with the addition of a complementary service offering sports-based activities. The combined offer of music and sport aims to improve young people's emotional resilience and mental health to help them overcome barriers to learning and achievement and reduce their need for more specialist services.



## Newcastle Stop Smoking+

This service offers a 12-week support programme for adults and young people, combining behavioural change support with nicotine replacement therapy or Champix and support for e-cigarette users. The team trains midwives and maternity staff across Newcastle to address smoking in pregnancy and trains and mentors community partners.

## Hull ReNew

We have delivered substance misuse services in Hull since 2009, extending provision when novating Lifeline services in 2017. In 2018 we were awarded the integrated drug and alcohol treatment and recovery service and now offer comprehensive support and interventions for adults (including offenders) along with our partners Recovery Works and The Forward Trust. We also offer specialist alcohol interventions through our dedicated alcohol team.

## Wize-up Thurrock Young People's Service

This team of substance misuse specialists provides an integrated drug and alcohol service for young people under 18 (including young offenders) and families in Thurrock. They offer targeted and specialist substance misuse interventions and support young people to make positive choices and changes. They also support young people affected by parental/carer's substance misuse.

## East Sussex

We have been awarded a new contract to deliver drug and alcohol treatment and recovery services for adults in East Sussex. The service aims to provide sustained recovery for individuals, families and communities and is delivered in partnership with a range of stakeholders across East Sussex.



The following contracts were not renewed during the year: adult substance misuse services in North Lincolnshire and North Yorkshire and Aycliffe Secure Centre.

# Sova

**From March 2019, Sova merged fully into Change Grow Live to improve the efficiency and effectiveness of services and create a robust infrastructure to support service delivery.**

Sova services are now branded as Change Grow Live and managed under a new directorate called ETE (Employability, Training & Education) and Children’s Rights Services.

The close integration between the two organisations will achieve greater stability, more opportunities for growth and mean we can deliver more impact for service users.

During the year, Sova delivered services to support people with a broad range of complex needs to engage more fully in their communities. Support enables people to identify and build on their existing strengths and use these to develop new skills and pursue new opportunities and a more positive future.

Interventions include supporting mental health and emotional wellbeing, advocacy, befriending and mentoring, and rehabilitation and mentoring packages for offenders.

## During the year:

- Sova had an average of 133 paid staff (99 full time and 34 part time).
- Services supported 4,627 service users including children, young people and families and individuals.
- A further 777 fully trained volunteers supported us as mentors, befrienders, Appropriate Adults and Independent Visitors contributing over 100,000 hours of their time.

For the last time this year, Sova publishes its own annual report and accounts.





## Highlights from Sova 2018-19

- Our Birmingham & Solihull Youth Promise Plus work was retendered for a May 2019 start, following an interim pilot programme funded by the Police and Crime Commissioner to fill the gap between the end of the former contract and retendering.
- The Birmingham & Solihull Youth Promise Plus work won the 2018 ERSA Employability Awards Youth Employment category.
- Norfolk Independent Visitors and Black Country Independent Visitors services began in April 2018 following successful tendering processes.
- City & Guilds ETE provision with the Birmingham YOT started in June 2018 following our securing of a three year grant.
- We won a three year contract with Change Grow Live to support Waltham Forest Gangs Prevention Programme.
- We received a number of extensions to existing contracts originally due to end in March 2018, including: Hull Mentor – providing mentoring support to young offenders; Birmingham Youth Offending Service (pre 16); as well as our services for young people in Derby, Sheffield and London.
- We also negotiated extensions to existing projects to 2022/23 for HMPPS CF03 Staffs & West Midlands, SWM & DLNR CRC, and Staffordshire Building Better Opportunities.
- We withdrew from our partnership with Sodexo for BeNCH and South Yorkshire CRCs and APM on HMPPS CF03 East Midlands, North East, and Yorkshire & Humberside.

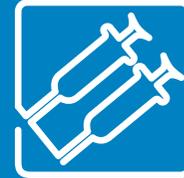
**777 fully trained  
volunteers supported  
us as mentors,  
befrienders,  
appropriate adults  
and independent  
visitors contributing  
over 100,000 hours  
of their time.**

# Our outcomes

Over the year we worked with more than



**219,000**  
**people across**  
**Great Britain**  
on their journey to recovery



We prescribed  
**opiate substitute**  
**medication** to over

**35,000**  
**people a day**

Our service users  
were **less likely**  
**to re-present** than  
the national average



better than the  
national average  
**for alcohol**



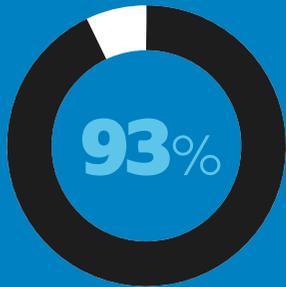
and **psychosocial**  
**treatment** only  
**to a further**  
**18,000 people**



better than the  
national average  
**for drugs**

Over  
**22,200**  
**people beat their**  
**addiction with us last year**





of people who completed treatment with us **ceased offending** (self-reported).



We are currently working with over

**13,651**

people with a mental health condition.



**17**  
**20**

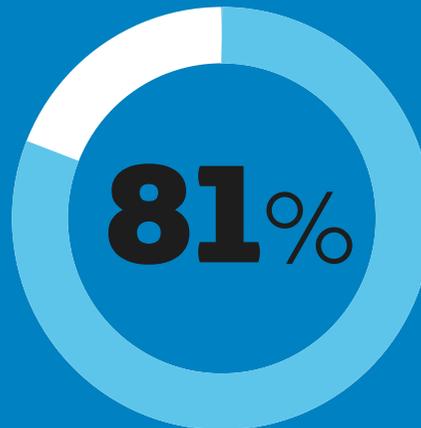
service users who were **at risk of being evicted when they first came to us, were no longer at risk when they left.**

*Source: all statistics derive from a combination of Public Health England submissions and internal reporting from individual services sent to the Central Information Team.*



**15** out of **20**

service users told us their **psychological health had improved** by the time they finished treatment with us.



of young people in our structured services **overcame their substance misuse.**



### Impact report

We provide detailed insight into the impact of our services in a separate report, available on our website at: [www.impact.changegrowlive.org](http://www.impact.changegrowlive.org)



## Our clinical services

### Saving lives

During the year we launched an organisation-wide programme to improve the quality and effectiveness of the medication-assisted treatment (MAT) we use to reduce deaths from opioid use. This programme is almost certainly the most important piece of work we are currently undertaking to and one with potential benefits for the whole sector.

MAT is one of the most powerful means we have of tackling opioid addiction. It involves prescribing medications such as methadone and buprenorphine to support people to come off opioid drugs safely. By combining tailored prescribing with psychosocial interventions we can give our service users the best possible chance of successfully beating addiction.

Around 30% of the people in England receiving MAT are under our care. This substantial case load managed over many years has given us a great deal of knowledge and data about what works. We are using this expertise to introduce a systematic approach to MAT across our services to optimise treatment for each individual and increase their chances of success.

Getting this medication right for each individual service user is a skilled process. Our MAT programme includes education, training and the introduction of new tools and processes to support our staff to devise and deliver the most appropriate and effective treatment regime for each person. We

have published the MAT toolkit on our website so other organisations in the sector can adopt and adapt our methodology for their own use.

We are half-way through the roll-out of this programme and will report fully on learning and outcomes in next year's report.

Public Health England has also now decided to focus on this area and is now rolling out a national MAT programme. Our Medical Director and an Executive Director are advising the PHE working group on the development of the national programme.

## Buprenorphine

In May 2018 Change Grow Live was impacted by an unexpected shortage and consequent significant price increase of generic buprenorphine, an essential medication we use to treat service users. Within one month the price of the generic buprenorphine rose by nearly 800%.

Since it was no longer financially viable to use the drug we had to find an alternative. Our previous research into Espranor acceptability assured us this was a safe and effective means of providing continuity of care to our service users and so reduce the pressure on budgets. At the time of writing we had transferred some 4,000 service users onto the new regime.



## Naloxone

**Naloxone is a medication that temporarily reverses the effects of heroin overdose.**

During the year, we continued with our campaign to make naloxone available to anyone who might need it and benefit from its use. This includes not only our service users and their families and friends, but people who don't come into services and who are consequently at greater risk of overdose and harm. Of 38,010 current opiate clients, **23,330 (61%) were offered naloxone** and **16,700 (44%) accepted** or already had kit.

Espranor use is now being widely adopted. Other providers and commissioners have asked us for advice on using this medication and we have shared our implementation resources and learning.

## An international dimension

During the year, Change Grow Live participated in opportunities to support and learn from treatment systems in other countries.

- Our Medical Director Dr Prun Bijral along with our lead psychologist and a clinical consultant visited Nigeria on behalf of the UNODC to help develop national treatment guidelines. Dr Bijral subsequently returned to Lagos to finalise the clinical development of these guidelines.
- Dr Bijral also visited Copenhagen to learn about the approach to treatment and active drug use in Denmark, including Drug Consumption Rooms and Heroin Assisted Treatment.

## Mobile clinic drives up attendance

**Fantastic attendance rates of 98% have been achieved using this mobile clinic in a converted minibus. DORIS (the Drug Outreach and Recovery Initiating Service), provides accessible local services that have dramatically reduced DNA rates in hard to reach communities.**

DORIS was initially developed to reduce building costs in response to a community delivery model but has since proved incredibly successful at getting the most vulnerable people to access care.

DORIS is currently used in East Lancs. North and Central Lancs, Kirklees, East Cheshire, Manchester and Merseyside have purchased their own vehicles in response to the success in East Lancs.

A team of doctors and nurses go out in DORIS to deliver clinical interventions including prescription

management, needle exchange, harm minimisation advice and physical health checks. They also offer dry blood spot testing for HIV, Hep B and C testing and Hep B vaccinations, naloxone training and kits.

The mobile service can be taken into rural settings and places with limited public transport where people can attend booked appointments or just turn up. The service is also popular with people who might struggle to travel to clinic appointments due to disabilities or age and those who may feel a stigma about going to a drug service.

Doris has been mobile for two years and goes out twice per week. Communities love the convenience and flexibility and the comprehensive care which the mobile team can provide on the spot.

## Striving to eliminate hepatitis C

We have made significant progress on our ambitious target to eradicate hepatitis C in our services by 2025 and now anticipate achieving our aims by 2023. Our campaign is having a real impact on service users, promoting testing and getting people into treatment. This amazing progress is due in part to our highly successful collaboration with the pharmaceutical company Gilead Sciences and the NHS. We have achieved a 36% increase in testing, a doubling of referrals, and three times the number of people being treated since the partnership was introduced.

Dedicated hepatitis C coordinators work within our services to identify those people most at risk of infection or who already have a hepatitis C positive diagnosis. As a result, we are spreading the message that hepatitis C is preventable and treatable with few or no side effects.

We are also experimenting with ways of getting our message across to hard to reach people, such as those who are homeless, and are researching the impact of nudge campaigns to encourage testing. We are sharing our specialist expertise widely and learning from others in the sector to reach out to as many people as possible who can benefit from treatment.

- 85% of services now have an on-site hepatitis C clinic where service users at risk can be tested for hepatitis C.
- 1,200 staff have been trained in using 'Dried Blood Spot Testing (DBST) to identify service users with hepatitis C.
- Our hepatitis C teams undertook over 15,000 Dried Blood Spot tests between February 2018 and January 2019 (up from 8,000 the previous year).
- In the past year, over 1,600 people have been referred to specialist NHS services for treatment and 500 have completed treatment.

Our collaboration with Gilead won 'Best Pharmaceutical Partnership' at the 2019 Health Service Journal Partnership Awards and Gilead are funding the hepatitis C coordinators and data analyst posts for three years.

The on-site hepatitis C clinic team in Camden engaged and incentivised one man to start and complete hepatitis C treatment through support and education. By coordinating his recovery appointments, prescription management and hepatitis C treatment in one place, Jim, a previous injector and crack/heroin smoker, was enabled to stop using, detox and clear the hepatitis C virus from his body.

**I no longer use any drugs and have cleared my hep C. I am much happier, have more energy and spend time swimming and walking my dog.**

“



# Safeguarding

**Safeguarding issues are embedded in all our procedures and fundamental to all our contacts with service users. All our staff are trained to recognise and respond to signs of neglect, abuse and risk in relation to any children associated with our service users.**

We take a whole family, whole systems approach to safeguarding which extends way beyond legislative requirements. Our comprehensive approach to safeguarding encompasses not just organisational policies and processes but permeates every aspect of our interactions with service users.

## **Position of Trust Panel and Policy**

During the year, we published a Position of Trust policy outlining measures to effectively safeguard our service users from any individual who may abuse their position to the detriment of those we support. The policy sets out a clear process for managing allegations of abuse relating to staff and volunteers of the organisation and its supply chain, where a position of trust

may have been abused. The policy was developed in response to the heightened scrutiny on safeguarding practices within the voluntary sector following a number of high profile media cases, and the Charities Commission recommendations that all voluntary sector agencies review their safeguarding and governance arrangements.

The policy is supported by a dedicated Position of Trust Panel comprised of senior leaders who provide the first line of support to services and ensure high-level organisational accountability.

## **Centre of Expertise for Child Sexual Abuse**

Over the past year we have been embarking on an exciting piece of collaborative work with the Centre of Expertise for Child Sexual Abuse.

The aim of this work has been to reach into the organisation and work to build the confidence and competence of our substance misuse practitioners in more effectively supporting service users who are survivors of child sexual abuse (CSA).

One of the primary aims of the project is to improve practitioner confidence to have the 'conversation' that survivors tell us they want, and ensure we provide appropriate and targeted support to link survivors into a trauma informed intervention where they have expressed a need for it. The work is being developed over a number of phases. We are running bespoke workshops with the support of the Centre to develop our own CSA practice leads and improve outcomes for service users who are substance affected and are survivors of CSA.

## **Safeguarding Children's Policy**

We are committed to safeguarding and promoting the welfare of all children who come into contact with our services. Our staff understand that they are individually and collectively responsible for safeguarding children and that we expect everyone to do as much as possible to fulfil their duty.

**We are committed to safeguarding and promoting the welfare of all children who come into contact with our services.**

Our Safeguarding Children Policy provides clear guidance on what staff should do to identify and respond to concerns about children's welfare. Staff are encouraged to reflect on the needs of children and to ensure that these are included within service users' action plans.

During the year our Safeguarding Children Policy was revised with renewed focus on the most vulnerable service users and, where they are parents or carers, the children they have substantive contact with. These revisions provide more freedom within services to ensure valuable service resources are deployed to those adults and children who need them the most, and that the treatment we deliver continues to be safe not only for our adult service users, but for the children our service users care for.



## Digital innovation

**Change Grow Live invests in digital technology to improve productivity and efficiency and engage more effectively with service users.**

### IT investment

During 2018/19 we began an ambitious IT investment programme. This 18 month project will equip us with the digital tools to improve service delivery and ways of working and respond to current and future challenges.

We are replacing our existing private cloud infrastructure with a new network and national Wi-Fi rollout and equipping staff with connected smart devices- laptops, tablets and smart phones- to enable agile working. This will provide a solid foundation for implementing digital service delivery across the organisation and developing innovative new ways of engaging service users.

The programme has four phases: procuring a replacement system; configuring and testing the new environment; rolling out the network,

devices and systems across the organisation; and redeploying, selling or donating our old equipment.

### Digital service delivery

During the year, we continued to explore the benefits of various digital technologies to support service users. We have been testing concepts to identify evidence of benefit and liaising with staff, service users and experts from our support services to identify what works.

Digital service delivery has many potential benefits for our staff and service users, including: increasing choice and access to online information and brief interventions; simplifying access to services; reaching out to people who currently don't access services in person; and reducing pressure on very busy services.

Our digital offerings will support all our commissioned services and the communities they serve.

### Opening up online access

Building on learning from local pilots, over the past year we have developed a new national online service offering information, brief interventions and self-referral.

From May 2019, people can use this online service to find information, assess their level of need using online tools, use web chat to speak to a practitioner and refer themselves to a local service.

We will evaluate demand and usage in a few pilot services before rolling the scheme out nationally.

### Service User Engagement Centres

During the year we launched new online service user engagement centres in Birmingham and Hertfordshire, following a successful pilot in East Lancs. These centres are run by a small team who use email, telephone and web chat to engage with people and partner agencies and to connect them with the right person at the

right time. The aim is to improve everyone's experience of contacting our services and to engage and inform them about their options. We also hope to understand more about the journey of those service users already engaged in services who might benefit from a digital intervention pathway.

As we learn about service user choice, our aim is to eventually provide a single point of contact for individual Change Grow Live services, acting as a virtual reception service for all service users. This will free up staff time, reducing their admin burden so they have more time to work with individuals in services and especially those with complex needs.

Our team's ability to offer an effective response depends on the usability of the technology and how the individual services are configured, the particular service user journey and service model. It is a complex system and we will move slowly and learn as we go. Further centres are due to open during 2019.

### NHS integration

Our aim is to be a trusted and preferred partner for the delivery of services within the NHS family.

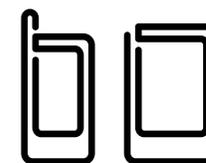
The NHS Long Term Plan outlines the need to make better use of data and digital technology to provide more convenient access to services and health information for patients. A key challenge for providers like us working alongside the NHS is to enable systems to talk to each other and make this sharing possible.

We are working in a couple of areas, including East Lancs, to join our case management system with the NHS patient record system. This will mean that anyone with a patient's consent can get access to real time patient information in one place. Sharing information in this way will enable services to plan and provide better, safer care for service users and enable providers to deliver more effective and efficient services.

### Analytics

We support some 74,000 people a day which gives us access to a large amount of rich data about treatment services – what works and what doesn't. We are able to use this data to improve the services we offer and develop new and innovative ways of delivering our support.

We are engaging in a programme of advanced analytics and machine learning to better understand what we can do with our data to improve patient care and make better decisions. We are currently testing some hypotheses around service user engagement and retention and outcomes to see how we can use data to build more effective treatment models.



**We have developed a new national online service offering information, brief interventions and self-referral...using online tools and web chat to speak to a practitioner.**

## Using technology to save lives

Following the successful conclusion of a pilot project in Birmingham, Change Grow Live is the first organisation in the substance misuse sector to be able to access the NHS Summary Care Record (SCR).

Direct access to the NHS SCR gives us immediate information about a service user's medication history meaning we can get people into treatment faster, improve prescribing safety and potentially save lives.

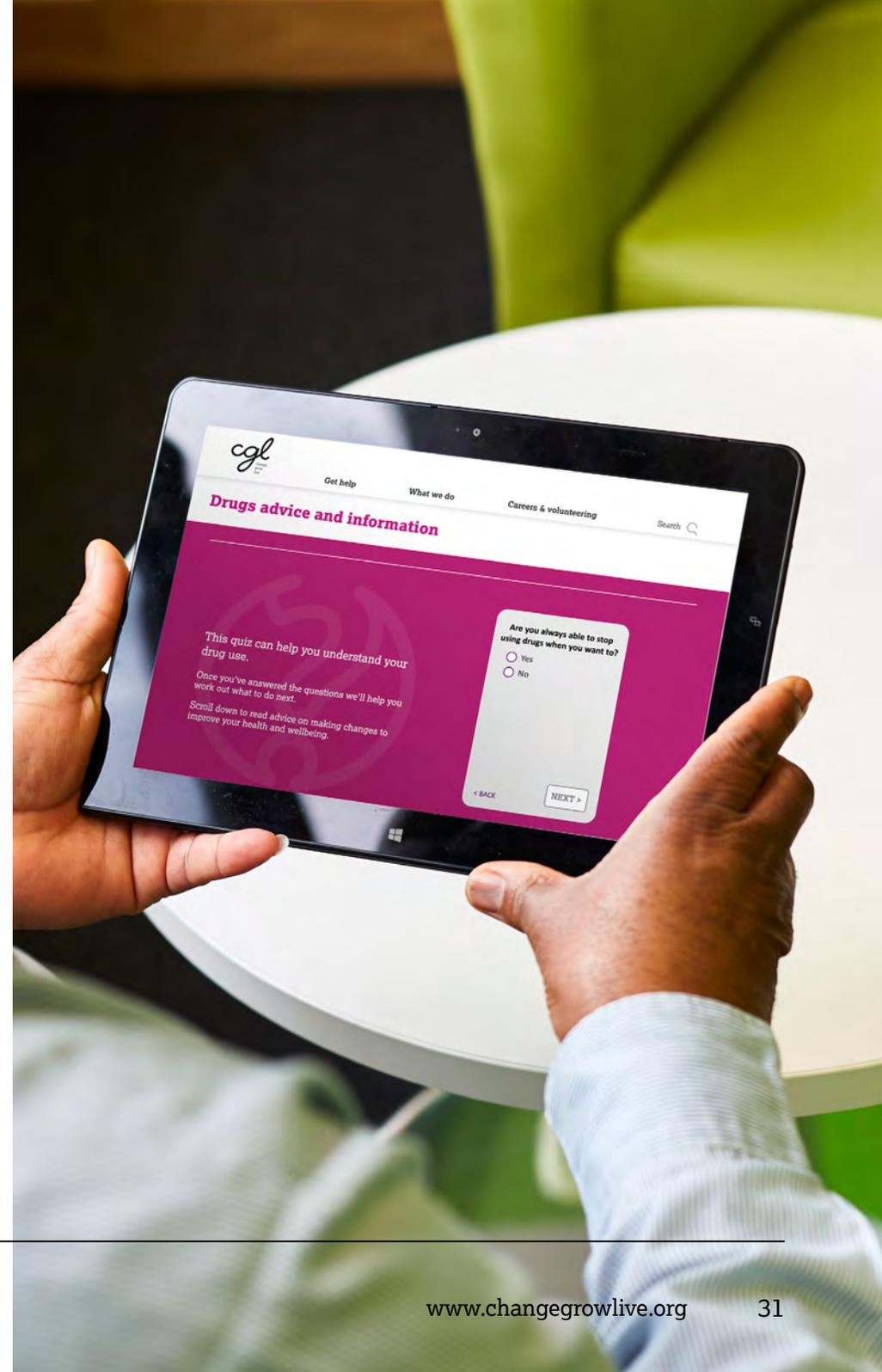
Previously it could take up to six weeks for treatment staff to get information about patients' medications to enable them to prescribe safely – delaying the start of treatment. Our admin worker could be chasing up to 70 outstanding responses from GPs at any one time.

Now, by accessing the SCR we can get treatment underway

faster and prescribe more safely so reducing the risks of overdose from duplicate medication. The system also allows for much greater and quicker coordination between drug and alcohol treatment services and GPs and other health professionals involved in patient care.

We are committed to embracing new technology's potential to improve services and benefit service users. Our staff have responded well to the challenge of learning new ways of working and of using digital technology to transform their work.

Due to the success of this pilot, SCR will be rolled out across all our services and we will pool our knowledge and share our learnings with the wider sector about the benefits of this approach.



# Quality and governance

**As Change Grow Live has grown into a large and complex organisation we have reviewed our approach to quality and governance to ensure services are supported to meet the needs of service users and deliver the highest standards of care.**

For us, governance is about coordinating the various parts of the organisation so as to fulfil the demands of legal and regulatory compliance and risk management whilst allowing autonomy and innovation to flourish. Our goal is to avoid a controlling, top-down approach which stifles creativity. Rather we have turned the traditional model of management on its head to enable frontline staff and service users to play a fundamental role in determining the character and direction of the organisation.

During the year, our quality team focused on developing a methodology for leading change that would fully involve and engage everyone in the organisation. Our aim is to empower people throughout the organisation to feel able to make a difference.

## **Staff and service user involvement**

We held a series of special meetings with staff and service users during the year to gather opinions to inform the organisational direction of travel. Around 700 staff and some 500 service users (including service user representatives, peer mentors and volunteers) took part.

These meetings produced a wealth of suggestions for improving the organisation over the coming year.

Key themes that emerged included a demand for new ways for people to have their say and get involved, leading to ideas, actions and visible culture change.

We have already responded to many requests. We have introduced a dedicated feedback space on our intranet for staff. Senior managers are going back to the floor. Trustees are visiting teams and finding out more about what they do.

We are investing in leadership development to promote a whole person approach.

You can read more about how we involved staff in this process in our People section.

As a result of feedback from service users:

- Executive directors have accountability for service user involvement in their regions.
- Regional service user forums will sit under each executive where service user representatives can share the views of their fellow service users.
- We joined Care Opinion, an independent site where service users can leave comments without using Change Grow Live channels so as to encourage unbiased opinion.



# Service user survey 2019

We received nearly **5,000 responses** (up from just under 3,500 in 2017). Thank you to everyone who completed the survey and to our National Service User Council for their contribution to its success.

## Highlights:

**93%** of respondents rated our services as **very good or good**.

**93%** said they had been treated with **fairness, dignity and respect**.

**92%** said they would feel confident in **recommending our services to someone they cared about**.

## Areas where we improved last year:

**92%** of respondents said their service was **accessible** (84% in 2017).

**87%** said their service provided them with what they wanted (77% in 2017).

**89%** said they had **trust and**

**confidence in the team member supporting them** (81% in 2017).

Just under 2,800 respondents provided comments on ways to improve the experience of the service provided.

## Improving what we do

66% of service users said they had been asked for their views on the service they had received. We want this figure to be higher so are working to improve our mechanisms for seeking feedback and increasing the flow of information from service users.

We are also developing new ways for service users to share their stories and for us to demonstrate actions taken as a result of feedback. Service users are also being involved in supporting services to respond to feedback from surveys and other feedback mechanisms.



said they had been treated with fairness, dignity and respect.



said they would feel confident recommending our services to someone they care about.



## Research

**Change Grow Live aims to produce innovative and compelling research that will improve the effectiveness of treatment for our service users. Our research responds to current needs and trends and we seek to show leadership and influence policy in our sector. Change Grow Live research aims to translate evidence into action within our services and set the standard for the field.**

We work closely with other areas of the organisation, using Change Grow Live expertise to develop and deliver quality research that is informed by, and geared towards, the people who use our services.

Our work is collaborative. We work with a range of sector experts and academic institutions, including an ongoing partnership with the University of Manchester, to produce high-impact, rigorous research.

Our internal research function supports staff to build evaluation into service development.

For example:

- We are currently evidencing the impact and value of social work within Change Grow Live.

- We are building evaluation into the piloting of nasal naloxone for opiate overdose.

We also undertake research programmes with our academic partners to produce publishable research findings and oversee external research carried out by academics in our services.

We are working on a long-term research strategy to ensure the quality and relevance of research within the organisation.

Research programmes this year include:

### **Fentanyl prevalence**

In December we published original research in the Journal of Clinical Toxicology into the current prevalence of fentanyl use in the English drug treatment system.

This study was developed in response to Change Grow Live's direct experience of managing outbreaks of fentanyl-related overdose deaths. It aimed to identify the prevalence of fentanyl in opioid users in treatment at nine Change Grow Live services, chosen at random across the country. We found that 3% of patients receiving treatment for opioid use were fentanyl positive. Of these, the majority reported they were unaware of having taken fentanyl.

### Espranor acceptability

As part of our commitment to innovation and leadership in Improving Medication-Assisted Treatment, we carried out a study to explore the acceptability to service users of the new faster-acting formulation of buprenorphine, Espranor.

The study aimed to determine acceptability and satisfaction with Espranor treatment among opiate users in Change Grow Live, alongside community pharmacists' perception of the benefits of Espranor in reducing dispensing time.

Both participating service users and dispensing pharmacists are largely satisfied with Espranor. Our findings may assist in the optimal targeting of Espranor to service users.

### Compliance with medication

As part of our ongoing drive to support service

users to gain maximum benefit from treatment, we studied service user compliance with medication and optimisation of medication. This established that 93% of prescriptions were being collected from pharmacies. A paper on this research has been sent to the Pharmaceutical Journal for publication.

### E-cigarettes

A randomised controlled trial of the use of e-cigarettes by service users who smoke is being developed. Some 50-80% of service users smoke (compared to a national population average of 15%). Smoking is a leading cause of death amongst service users who already have compromised health so there is potentially a huge opportunity to reduce harm and improve health by supporting service users to move to e-cigarettes as an alternative to smoking.

We are working to pilot an approach to identify whether e-cigarettes should be a key element of our approach to smoking cessation. We also intend to study staff attitudes to smoking to see how these might impact on their approach to tackling smoking by service users.

### Therapeutic impact of lighting

We are developing a study alongside industry specialists to evaluate the impact of lighting on the therapeutic environment. The study should identify whether small, low-cost environmental changes can be used to improve service users' treatment experience and engagement.



**Our work is collaborative. We work with a range of sector experts and academic institutions, to produce high-impact, rigorous research.**



### Research projects

Please visit our website for more information on our research projects.

[www.changegrowlive.org](http://www.changegrowlive.org)

# People

**Our Human Resources, Learning and Development and Equality, Diversity and Inclusion teams work collaboratively to support frontline staff and managers.**

These teams work across functions and workstreams to share knowledge and expertise and develop effective people management strategies and processes. They are focused 100% on supporting teams to work to the best of their ability.

## **Prioritising feedback**

During the year, 700 staff took part in regional staff assemblies designed to strengthen communication, improve collaboration and find out how we can improve the quality of what we do.

The assemblies enabled the senior team to hear the voice of the workforce and gain honest feedback from staff. They were a forum for staff to be listened to and get directly involved in shaping Change Grow Live in the future.

We asked staff to tell us what works and what doesn't

work and empowered people to take responsibility for implementing change.

Three videos were produced with feedback from the assemblies explaining what staff said and what would happen as a result. Feedback highlighted a need for higher visibility from the management team, higher quality supervision

**During the year, 700 staff took part in regional staff assemblies designed to strengthen communication and improve collaboration.**

and support and improvements in the service user experience on first entering services.

We will be implementing a number of changes across the organisation in response to the feedback received.

For example:

- We have provided a space on our intranet where staff can share ideas, provide feedback and get involved in improvement projects.
- Senior managers and trustees will visit services and shadow frontline workers to meet teams and learn more about what goes on in practice.
- We are investing in leadership skills and training to support teams and performance.



## Wellbeing

We are committed to improving wellbeing across the organisation and have continued to develop and encourage staff to participate in wellbeing initiatives.

Staff can spend one hour a week on an activity to promote health and wellbeing. There has been enthusiastic take-up of this opportunity with overwhelmingly positive feedback about its impact on wellbeing. Book clubs, team walks, doing yoga or getting to grips with personal finances are just some of the activities people fit in. The wellbeing zone on our intranet was well used with 3,338 employees registered during the year to access a range of wellbeing resources and information.

There will be particular focus on wellbeing across the organisation in the coming year.

## Mediation service

We use an accredited internal mediation service to resolve workplace

conflict and prevent escalation. The mediation team is made up of internal staff who have completed rigorous, accredited training. They help participants to look at conflict from different angles and understand the other person's perspective. We have found that using this process at the early stages of conflict can help reach resolution quickly and without the need of a formal process.

## Employee assistance programme

This year we extended our free and confidential Employee Assistance Programme (EAP) to volunteers as well as employees.

The EAP offers practical and emotional advice around problems or challenges people face in their home and working life and can be used by people's partners and dependents. During the year, staff contacted the service for support with managing pressure and change in their working lives and for advice around sleep disruption, anxiety, health and relationships.

In the last 12 months;

- 70% of contacts requested information.
- 31% of contacts were referred for structured counselling.
- 21% of contacts were referred to external support agencies.

## Real Living Wage

We pay the Real Living Wage and are in the process of applying for Real Living Wage accreditation

## Enhanced Family Leave arrangements

In October 2018 Change Grow Live agreed a change in our policy for colleagues taking maternity, adoption and paternity leave. The changes in payments have increased pay to colleagues taking maternity, adoption and paternity leave. The introduction of a fixed payment has particularly benefited lower paid colleagues.

Our colleagues who now wish to take maternity or adoption leave and are eligible for maternity or adoption pay will now receive an additional lump



**We are committed to improving wellbeing across the organisation and continue to encourage staff to participate in wellbeing initiatives.**

sum payment of £2,500 (pro rata for part time employees) to support them and their family. Our colleagues taking paternity or partner leave are now eligible to two weeks leave at full pay.

## Learning and development

Our priority over the year was to respond to the outcomes of our regional staff assemblies and implement the changes



identified by staff. As a result, we have delivered a roadshow on supervision and appraisal, implemented measures to reduce staff sickness levels and supported other parts of the organisation to drive up staff engagement.

### Learning system

More people used our online learning system during the year. There were over 3,000 unique log-ins per month from staff who use the system to engage with supervision, appraisal and to book training courses.

Staff benefit hugely from access to the online system which gives them access to their own personal learning and development portfolio bringing together all their training, compliance and performance and development needs in one place. The system gives staff a clear and simple learning pathway enabling them to see their training requirements at a glance.

Managers use the system to undertake real time monitoring of staff skills and training needs, compliance with mandatory training and participation in supervision and appraisals. This helps managers maintain and update staff skills and has enabled us to demonstrate we meet the training and compliance requirements of CQC assessment.

### Training courses

With high volumes of new staff starting with Change

Grow Live we have focussed on updating and delivering high numbers of our core training and offering staff the opportunity to become values-based interviewers for the organisation. This has contributed to all staff feeling better equipped to deliver services as safely and as efficiently as possible. In addition we have developed several new courses to support staff development, including working with perpetrators of sex offences, supporting children harmed by alcohol and introductory courses on child sexual exploitation and modern slavery for newly qualified social workers.

We currently offer 132 different classroom courses, 183 eLearning modules and 53 training videos.

### Highlights:

- 855 classroom courses were delivered and 8,414 delegates completed classroom training. 93% of evaluations stated that the course content delivered was either good or excellent. 94% of evaluations stated the course had enhanced the delegates' knowledge and skills.

- 23,759 online modules (each averaging 30 minutes) were successfully completed.
- 9,950+ videos were watched and marked as completed.

### Apprenticeships

We provide apprenticeships for recovery champions and administrators funded by the Government's apprentice levy scheme. These consist of business administration levels 2 and 3, adult social care lead levels 2 and 3. We have also launched a level 5 diploma in care leadership and management for team leader roles and above.

We currently have 19 staff enrolled in qualifications funded by the apprenticeship levy.

### Social Work Student Placements

We provide challenging and rewarding placements for social work students to help develop effective practitioners of the future. These placements help students develop their professional skills and ability to communicate effectively with

service users and their presence enhances the services we provide.

Working alongside our staff, social work students develop their skills in working directly with service users, providing assessments, risk management, and multi-agency working. Through reflective practice they develop their communication skills, and professional behaviour, as well as learn about legislation, practice knowledge and skills to improve their professional confidence.

We currently have 90 social work students on placements within Change Grow Live and 10 newly qualified social workers undertaking their Assessed Supported Year in Employment (ASYE). The ASYE programme provides a bridge between university and working practice. With additional training and support skills, knowledge and professional confidence are enhanced.

### Child Sexual Abuse Practice Leads programme

This is a national piece of work to enhance the skills of the workforce

and provide an improved service for adults with experience of child sexual abuse. The programme is run in collaboration with The Centre of Expertise for Child Sexual Abuse and Barnardo's who are providing a bespoke training programme for identified practice leads.

The aim is to enhance the confidence and competence of practitioners to more effectively support service users who are survivors of child sexual abuse. Practice Leads will cascade their learning to their wider teams in order to enhance the service user experience at Change Grow Live, to improve support offered and knowledge of local resources for referrals on to specialist services.

### Volunteers

During the year, we were supported by 1,670 volunteers who gave nearly 319,000 hours of their time.

192 people completed qualifications with 163 going on into further employment.

*Source: internal reporting from individual services sent to the Central Information Team.*

## Staff survey 2019

A record 2,765 people took part in our survey this year representing approximately 66% of staff and 56% of the overall organisation including peer mentors and volunteers. With some 4,500 individual comments on top of survey responses we now have a wealth of information to help us to improve the staff experience and ultimately deliver better outcomes for service users.

### Headlines from this year's survey

- **81% would recommend our services to someone they care about.**
- **82% would feel confident about raising concerns about unsafe practice.**
- **88% feel their role makes a difference to service users**



**We climbed 74 places in the Stonewall Workplace Equality Index and we are now in the Top 100 Employers at number 88.**

## Equality, Diversity, Inclusion

**Equality, Diversity and Inclusion (EDI) are essential pillars for an organisation focussed on reducing stigma, promoting wellbeing and sustaining positive change.**

Analysis of our equality data shows that overall, we have a diverse, representative workforce, and that services are being provided to those from diverse, under-represented communities. We recognise however, that we can always do more to be more representative of the communities we serve, and to provide services that are fully accessible to marginalised and under-represented groups.

During the year we continued to demonstrate our commitment to EDI through the delivery of our three-year strategy, focused on developing accessible inclusive services, an inclusive culture, a diverse and representative workforce and inclusive leadership. Key deliverables included:

### **Stonewall Workplace Equality Index**

We climbed 74 places in the LGBT Stonewall Workplace Equality Index, and are now ranked 88 out of 447 participating organisations.





As a result we met our EDI Strategy ambition to be in the Top 100 of the index by 2020.

In terms of where we improved, compared to the previous year (when we were ranked 168 – out of 434 participating organisations), this included:

- Our continued support for LGBT+ Pride (Lesbian, Gay, Bisexual, Transgender/ Transsexual plus. The ‘plus’ is inclusive of other groups, such as asexual, intersex, queer, questioning and so on).
- The work of our London and the South LGBT+ staff and allies forum and its role in leading Change Grow Live’s participation in London Pride.
- The publication of our Transgender Equality Policy which was developed with the support of Stonewall.
- The production of Change Grow Live branded material for LGBT+ service users.
- Service specific good practice.
- Our inclusive employment policies and practices.

#### Other EDI achievements:

- We ensured that the requirements of the NHS Accessible Information Standard were met so that service users can access and understand the information they are given.

- Our EDI eLearning programme was completed by more than 700 staff and volunteers.
- We published new guidance for managers on ways to support the reasonable adjustment needs of staff.
- Our Browse Aloud translation and accessibility tool, which is provided on our website, was used more than 11,000 times.
- We provided more comprehensive workforce equality data to our board and executive leadership team to enable them to better examine whether our employment policies and practices are fair and inclusive.
- We reviewed our recruitment and selection policy and procedure so that inclusive best practices were embedded throughout.

#### Gender pay gap

Our 2018 **Gender Pay Gap Report** shows we have taken steps towards reducing both the mean and median gap for average pay and bonuses. There is still some way to go, with women being marginally overrepresented in the 25% of the organisation that is lowest paid. We are committed to eradicating the pay gap as soon as we possibly can and will continue to take steps to do so over the coming year.

# Our new strategy

Our organisational strategy focuses on three areas:

## 1

### Doing things better

Improving what we do, through listening, learning and optimising our resources to focus on those things that really make a difference;

## Financial review

**Change Grow Live reports consolidated income of £212.6 million for 2018-2019 (2017-2018: £195.6 million), an increase of 8%. Activity includes a full year of Lifeline Project contracts following the acquisition of these with effect from 1 June 2017 together with the award and commencement of several new services.**

Consolidated Net assets and Consolidated Total Funds amount to £28.4 million (March 2018: £27.2 million), including cash balances, which increased to £43.4 million (2017-2018: £34.7 million). Maintaining a healthy balance sheet continues to form a primary objective within the financial management of the Charity.

Sova contributed £3.1 million (2017-2018 £4.0 million) of income to the consolidated incoming resources value prior to the formal transfer of its contracts on 1st March 2019. This transfer formed part of the full transfer of assets and liabilities of Sova, which was considered by the Trustees of both Change Grow Live and Sova to be in the best interests of the objectives of Sova. Sova contributed £0.4 million to the Consolidated Net Assets at March 2019 (March 2018 £0.4 million), being its residual net assets which will be transferred to Change Grow Live in 2019-20 once final liabilities have been settled.

Consolidated total resources expended, including direct costs and support costs, increased by 9% to £210.3 million (2017-2018: £193.0 million), representing 99.3%

of contract income (2017-2018: 98.6%). A significant factor in the Charity's increase in costs relates to price pressure within the prescribed drugs market, where the cost of Buprenorphine (an opioid used to treat opioid addiction) increased in cost by more than 800% during the year. In reaction to this increase, a programme was implemented to provide an alternative to our service users, but substantial costs have been incurred during the change in prescriptions.

Total resources expended during the year have been in furtherance of Change Grow Live's charitable objectives and are for the public benefit as described within 'Structure, Governance and Management' within this report.

The consolidated operating surplus ('Net incoming resources before other recognised gains/losses') on the Statement of Financial Activities is £2.2 million (2017-2018: £2.6 million) representing a 1.1% return on income (2017-2018: 1.3%).

The Trustees are of the opinion that considering the level of investment in services and the additional

prescribing costs incurred, together with challenging prevailing market conditions, that this is an appropriate level of surplus and reserves generation.

### Reserves Policy

The group has accumulated total reserves of £28.4 million (March 2018: £27.2 million) of which £27.9 million (March 2018: £26.6 million) are Unrestricted as a result of generating annual surpluses on its activities, with £0.6 million (March 2018: £0.6 million) being Restricted funds. Within the Unrestricted funds £8.6 million (March 2018: £10.1 million) is designated to represent the net book value of fixed assets, with the balance being Free Reserves. There are no other designations, restrictions, commitments or fixed asset programmes affecting the reserves.

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

Free Reserves is a useful proxy for liquidity and working capital management as well as a recognised indicator in the sector when reported in 'weeks of expenditure'. Consolidated Free reserves stand at £19.2 million (March 2018: £16.7 million) and are defined as total unrestricted reserves (£27.9 million) less fixed assets (£8.7 million) and their related loans (£0.1 million). This level of Free reserves represents 4.7 weeks (2017-2018: 4.5 weeks) of total resources expended.

Whilst the level of Free Reserves is an indicator in the sector, the level of Unrestricted Reserves requirement is reviewed periodically by the Audit and Finance Committee. They assess the level of Unrestricted Reserves required in the event of an orderly wind down, such that liabilities arising in this scenario can be settled and Trustee obligations satisfied. This analysis, and the various detailed assumptions underpinning it, derive a cost of exit of some £15 million (March 2018: £15 million) which is determined as the Minimum Reserves Requirement. This compares to Unrestricted Reserves of £27.9 million at March 2019. The total reserves, which are also reflected within the overall cash balances, provide working capital funding in an efficient, cost-effective way to meet the Charity's ongoing liabilities, as well as providing protection against unforeseen expenditure and capacity for costs incurred in furthering the objectives of the Charity.

In considering the level of reserves, the Audit and Finance Committee ensures that the level is appropriate for the continued ability of the Charity to meet its objectives in the current uncertain funding environment. This includes reviewing key factors alongside the budgeting and forecasting process including income and its volatility; expenditure and its flexibility; accessibility of reserves; and sensitivities and risk around the planning assumptions made. This is an organic process and recognises that both strategic and financial planning informs the review of the level of reserves and will change with the environment in which Change Grow Live operates.

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

### Cash Reserves

Change Grow Live maintains liquid cash balances in order to ensure that on-going cash flow requirements are met. Surplus funds, over and above that requirement, are swept automatically on a daily basis into a flexible interest-bearing deposit account held with our banker, Barclays Bank. These deposited funds are on instant access for working capital purposes. Change Grow Live's credit policy requires that the Charity should meet minimum credit rating requirements to ensure that, as far as possible, the organisation is covering its risk of any capital loss. Income from investments in the year represents interest earned on these cash deposits and reflects the continued low interest rates during the year. The investment returns that are available are exceeded by inflation and hence the capital value has been slightly eroded during the year. The Trustees remain satisfied this is a prudent policy that serves the cash flow requirements of the organisation but have asked senior management to continually assess alternative utilisation of cash reserves.

### Going Concern

After making appropriate inquiries and taking into account the level of reserves and the budgets and forecasts for the Charity, the Trustees conclude that Change Grow Live should continue to adopt the going concern basis in preparing the accounts.

# Plans for 2019-20

## Financial measures

Change Grow Live has set a budget for 2019-2020 to include currently held service contracts and a small number of potential new contracts. The health and social care market is not expected to grow during the year and continues to suffer from funding restrictions and reductions. This budget maintains the policy of operating with a small surplus to ensure the Charity can protect itself against unforeseen costs and remain as a sustainable organisation.

## Our aspirations for 2019-20

### Service and organisational development

We will begin to implement our new organisational strategy across all areas of our activity. This strategy focuses on three areas: improving what we do, through listening, learning and optimising our resources to focus on those things that really make a difference; working in partnership, by looking outwards and listening and learning from others and by sharing what we know to make society a better place; and finally increasing awareness and understanding of who we are, what we do and why we do it so people know how we can work with them to make things better.

### Clinical services

We will continue to invest time and resources in improving the quality and efficacy of our basic treatment approach, for example by working to improve the delivery of medically assisted treatment and to share our findings more widely within the sector.

We will continue to pursue our goal of eliminating hepatitis C infection in our service users by 2023.

We will explore the viability of using new innovations, such as nasal naloxone spray, to improve our service users' access to life-saving interventions.

### Digital innovation

Over the coming year we will continue to pursue pilot programmes that use digital technology to enable services to work together to improve service user access and experience of using services. Our approach will be to run small local pilots which will then be rolled out regionally and then nationally.

We aim to develop service user engagement centres for each service. These will provide a better more efficient response to service users, enabling us to help them faster and more

effectively. As part of this investment, we are looking to develop an online crisis response service which will be piloted over the coming year.

We will also explore the use of chat bot and artificial intelligence technology to augment our national digital service and provide support online. Algorithms developed using our rich data sources will provide service users with a trustworthy response and we will use Facebook ads to encourage people to access the service.

### Quality and governance

We will undertake a governance refresh over the coming year to assess the extent to which our support services add value and improve the frontline and service user experience. We will look at reducing bureaucracy and cutting waste. We will also consult with and listen to our front line staff to ensure planned change achieves desired results and makes things better.

### Research

Future research plans include prevalence testing for illicit pregabalin and gabapentin amongst opioid users in the West Midlands and a wider fentanyl testing study in partnership with the University of Manchester and Public Health England.

## People

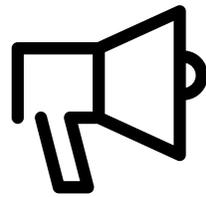
We will continue to develop our plans to implement online recruitment.

Our ambition is to introduce virtual reality training across the organisation to simulate real life situations. This will give new starters a better opportunity to gain skills quickly across the range of disciplines involved in front line practice in an accessible way. They will be able to use virtual reality training to get experience of managing situations they will come across as part of their training and induction, rather than waiting until they experience them first hand. For example, handling difficult behaviour or how to conduct home visits. We are also developing a range of online training for managers to enable them to access the guidance and gain or refresh their skills in a more flexible way.

## EDI

We will seek to gather more diversity information from staff who apply for and are recruited into posts so we can analyse our appeal to potential employees. We will also encourage existing staff to update the equality information on their staff records so we can accurately assess the diversity of our teams.

We are committed to being a disability confident employer and will seek to both further support and understand the needs of employees with disabilities and long term health conditions and encourage people with disabilities and health needs to apply for jobs with us.



**Our ambition is to introduce virtual reality training across the organisation to simulate real life situations.**

# Our new strategy

Our organisational strategy focuses on three areas:

## 2

### *Working together*

Working in partnership, by looking outwards and listening and learning from others and by sharing what we know to make society a better place;

# Principal risks and uncertainties

Change Grow Live continues to operate in an uncertain and challenging service delivery environment. We need to be responsive to changing demands and to fulfil the stringent requirements of our commissioners and regulatory bodies, against ongoing reductions in funding. We need to exercise extreme vigilance in the delivery of clinical services and we continuously review our systems and processes against the highest standards to ensure they are safe and effective.

We have a well-developed risk management approach and have invested in industry standard methodologies for identifying and mitigating risk. Our online Datix risk assessment and incident reporting system provides a sophisticated and dynamic analysis of health and safety and clinical and operational risk across the organisation.

The Board and its committees review the current risk register regularly and ensure all emerging or unforeseen risks are immediately addressed. The Quality and Performance and Audit and Finance committees conduct an in-depth review of risk registers at their meetings and report by exception to the full Board. In addition, the Board conducts a bi-annual review of strategic risks affecting the organisation.

The following table sets out our principal risks and uncertainties and lists the actions taken to mitigate and manage these risks:

RISK	MITIGATION & MANAGEMENT
<b>Failure to safeguard children and 'at risk' adults</b>	Safeguarding embedded in all governance structures and plans across Change Grow Live with industry leading policies, Change Grow Live children and families module, and appropriate induction and training of staff.
<b>Failure to appropriately train and equip our workforce</b>	A comprehensive workforce learning and development strategy for staff and volunteers in all areas of activity. Significant investment in staff tools and resources including IT and digital.
<b>Failure to prevent 'amenable' deaths</b>	Dedicated mortality reduction programme. Oversight of clinical practice and clinical governance policy from the Quality and Performance Committee and Medicines Management Group. Quarterly analysis of prescribing errors with action plans.
<b>Organisational financial performance</b>	Detailed and ongoing operational and financial monitoring of financial position and project performance. Audit and Finance committee scrutiny, including analysis of the contractual implications of bid opportunities and retention of appropriate levels of reserves.
<b>Organisational contractual performance</b>	Internal contractual, governance and performance management systems, including operational performance dashboards, quality improvement tool and service improvement plans.
<b>Failure to secure new business and diversify into new markets</b>	New business strategy and work plan.
<b>Failure to comply with regulatory frameworks</b>	Clear governance and supervisory structure in all operational and specialist areas with full training for staff.
<b>Failure to protect our reputation</b>	Safe and effective quality assurance framework and crisis communications plan. Oversight from Brand and Business Development Committee.

# Structure, governance and accountability

## Constitution

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

The financial statements consolidate the results of the Charity and its subsidiary companies including Sova, Change Grow Live Services Ltd and The Secret Space, all wholly owned subsidiaries of Change Grow Live (note 20).

## Charity's objects

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

- to relieve sickness and to advance the education and training in particular of all persons (and members of their families) who:
  - » have committed, or are likely to commit, a criminal act or acts; or
  - » have been, or are, or are in danger of becoming substance misusers; or
  - » have been, or are, or are in danger of becoming addicted to or dependent upon

drugs of any description including without limitation on the generality of the foregoing illegal drugs, alcohol, solvents or other addictive substances;

or

- » have been, or are, or are likely to become victims of domestic abuse; or
- » have been, or are, or are likely to become homeless; or suffer mental ill health;

or

- » have suffered a legal restriction on their liberty in any penal or correctional establishment;

- to promote for the public benefit the prevention of criminal acts and of drug abuse and substance misuse and of homelessness;
- to promote for the public benefit the protection of people and property from criminal acts and the effects of drug abuse and substance misuse;
- to relieve poverty in particular, but not exclusively, through the provision of housing;
- to advance the education of the public by promoting study and research into homelessness and all aspects of and methods of crime prevention

and delinquency and the prevention of drug abuse and substance misuse and to disseminate the useful results of such research;

- the promotion of charitable purposes within the member countries of the European Union, for the advancement of education, the protection of health, the relief of poverty, sickness and distress and to reduce substance related harm to the individual and the wider community; and
- to undertake such other activities as are charitable.

## The new Charity Governance Code

The trustees are aware of the Charity Governance Code published in 2017 which sets out the principles and recommended practice for good governance within the sector. The Board of Trustees is satisfied that Change Grow Live applies the principles of the code within its current Governance arrangements. A review of Board practice by external consultants in 2017/18 confirmed our compliance with the code.

## Board of trustees (Directors)

The Board of trustees is responsible for the strategic direction and performance monitoring of the organisation. The Board meets at least four times

# Structure, governance and accountability

a year and also holds two strategy development days. Trustees do not receive any remuneration but may be reimbursed for general expenses.

Trustees are recruited to the Board via a recruitment partner who are usually chosen as part of a competitive tender process to ensure fairness. Recruitment partners use a full and detailed brief to identify potential candidates with the required skills and experience to fulfil our organisational strategy. The full recruitment and selection process includes interviews and project visits.

The skill set of the Board is reviewed on an ongoing basis by the Chair and Vice-Chair and forms part of the standard discussions at the HR Committee. We seek to recruit Board members who share our values and reflect gender and ethnic diversity.

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

Day-to-day management is delegated to an Executive Management team led by the Chief Executive. Responsibility for review

of the periodic management accounts and the annual financial statements is delegated to the Audit and Finance Committee.

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

## Board sub-committees

### Audit and finance committee

The committee advises the Board on matters relating to financial risk management and internal control; internal and external financial audit; financial management; large capital expenditure, investments, mergers & acquisitions; and IT quality in regard to financial reporting, operations and cyber risk.

### Quality and performance committee

The committee's purpose is to advise the Board on Change Grow Live's processes for ensuring the safety, effectiveness and quality of all clinical and social care service delivery and promoting continuous improvement through a learning

culture. This includes overseeing evidence-based practice and protecting children, young people and adults from abuse and harm.

The committee monitors legal and regulatory compliance and analyses incidents, lessons learnt and subsequent remedial and preventative actions, including the reduction of preventable deaths. The committee also oversees organisational risk identification and management and oversees and signs off research undertaken by Change Grow Live and escalated by the Research Oversight Group.

### Brand and business development committee

The brand and business development committee is charged with ensuring that strategic brand, marketing and business development issues are appropriately identified and managed.

### Human resources committee

The human resources committee advises the Board on: the annual compensation and pay strategy of the Chief Executive, executive members and staff; the recruitment, induction, and tenure of trustees; strategic and operational HR matters; workforce development; service user involvement; and health and safety.

## Remuneration

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

Setting remuneration levels is ultimately the responsibility of trustees, this function is delegated to the Human Resource Committee, which reviews the recommendations of the Chief Executive in relation to rewards for senior staff and directly sets Chief Executive pay.

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

- The types of skills, experience and competencies needed to undertake the role.
- The scope, size, complexity, demands and levels of responsibility of the role.
- Changes in the nature, size, complexity, demands and levels of responsibility.
- Individual performance in the role against business plan targets and personal objectives along with Change Grow Live's overall performance.
- Market scanning of other organisations' pay and remuneration policies and levels.

- Change Grow Live's ability to pay.
- The impact of any pay award on the wider organisation and the reputation of the charity.

Senior staff salary and performance reviews are undertaken in March of each year to coincide with the end of the financial year. Other staff pay is reviewed in October of each year. The process of setting executive salaries including the key management personnel as defined in note 4, involves the Chief Executive reviewing individual performance with each member of staff and reporting to the remuneration and nominations committee.

## Public benefit

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

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

The Board of Trustees has considered these requirements alongside Change Grow Live's

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

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

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

## Fundraising

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

# Structure, governance and accountability

## Modern Slavery Act 2015

Change Grow Live is committed to meeting the requirements of the Modern Slavery Act. Our Equality, Diversity and Inclusion policy sets out our processes for ensuring that modern slavery, in any form, does not go undetected in either our recruitment process or our business and supply chain. Our commitment to equality and human rights extends beyond compliance with legislation and we invest in ethical practice at every level of our activity.

Other Change Grow Live policies and procedures that relate to the protection of victims of slavery and human trafficking are the Safeguarding Adults Policy, the Safeguarding Adults Toolkit, and the Child Sexual Exploitation Guidelines.

## Statement of trustees' responsibilities

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

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and

expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

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

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

steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

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

This report, including the strategic report on pages 8 to 45 was approved by

**Professor Mike Pringle CBE, Chair**  
30 July 2019

# Management and governance

## Trustees and directors

**Professor Mike Pringle CBE**  
**Sheena Asthana**  
**Rachel Atkinson**  
**Wilf Bardsley (resigned June 2019)**  
**Nick Burstin**  
**Jean Daintith**  
**John Harris**  
**Stuart McMinnies**  
**Gillian Parker QPM**  
**Andreas Raffel**

## Board sub-committees Audit and finance Committee

**Stuart McMinnies** (Chair)  
**Phil Abram**, co-opted advisor  
**Jean Daintith**  
**Mike Pringle**  
**Andreas Raffel**

## Quality and performance committee (formerly Integrated governance committee)

**Jean Daintith** (Chair)  
**Sheena Asthana**  
**Wilf Bardsley**  
**Mike Pringle**

## Human resources committee (formerly Remuneration and nominations committee)

**Andreas Raffel** (Chair)  
**Stuart McMinnies**  
**Gillian Parker**  
**Mike Pringle**

## Brand and business development committee (formerly brand and marketing committee)

**Nick Burstin** (Chair)  
**Rachel Atkinson**  
**John Harris**  
**Mike Pringle**

## Executive leadership team

**Mark Moody**  
Chief Executive and  
Company Secretary  
**Kevin Crowley**  
Executive Director  
**Mike Pattinson**  
Executive Director  
**Dr Prun Bijral**  
Executive Medical Director  
and Responsible Officer  
**Andrew Mondon**  
Chief Finance Officer (joined 5th  
November 2018)  
**Sue Shaw**  
Executive Director  
(appointed 1 May 2018)  
**Bernie Casey**  
Executive Director  
(appointed 1 May 2018)  
**Vicki Markiewicz**  
Executive Director  
(appointed 1 May 2018)  
**Nic Adamson**  
Executive Director  
(appointed 1 May 2018)

## Auditors

Crowe U.K. LLP  
St Bride's House  
10 Salisbury Square  
London EC4Y 8EH

## Charity number

1079327 (England and Wales)  
SC039861 (Scotland)

## Company number

Company Registration Number  
03861209 (England and Wales)

## Registered and principal office

3rd Floor, Tower Point  
44 North Road  
Brighton BN1 1YR

# Independent auditor's report to the members and trustees of Change Grow Live

## Opinion

We have audited the financial statements of Change Grow Live for the year ended 31 March 2019 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, 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 2019 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a

material misstatement in the financial statements or a material misstatement of the other information. 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 the 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 require us to report to you if, in our opinion:

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

# ***Our new strategy***

**Our organisational strategy focuses on three areas:**

# **3**

## ***Telling our story***

**Increasing awareness and understanding of who we are, what we do and why we do it so people know how we can work with them to make things better.**

## 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 group's or 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.

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.

## 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 and trustees 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, 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.

### Naziar Hashemi

Senior Statutory Auditor

For and on behalf of

### Crowe U.K. LLP

St Bride's House, 10 Salisbury Square, London EC4Y 8EH is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Date:



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



# Consolidated statement of financial activities

(Incorporating the Income and Expenditure Account) for the year ended 31st March 2019

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Group Total Funds 2019 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Group Prior Year Funds 2018 £'000
<b>Income and endowments from:</b>							
Donations and legacies	1	61	-	<b>61</b>	109	-	109
Investments	1	139	-	<b>139</b>	79	-	79
Charitable activities:							
Health and social care initiatives		211,279	590	<b>211,869</b>	194,787	571	195,358
Other income	1/6	504	-	<b>504</b>	-	-	-
<b>Total</b>		<b>211,983</b>	<b>590</b>	<b>212,573</b>	<b>194,975</b>	<b>571</b>	<b>195,546</b>
<b>Expenditure on:</b>							
Charitable activities:							
Health and social care initiatives	3	209,707	625	<b>210,332</b>	192,422	554	192,976
<b>Total</b>	3	<b>209,707</b>	<b>625</b>	<b>210,332</b>	<b>192,422</b>	<b>554</b>	<b>192,976</b>
<b>Net income / (expenditure)</b>							
	2	2,276	(35)	<b>2,241</b>	2,553	17	2,570
Transfers between funds	12/13	(3)	3	-	(2)	2	-
<b>Net incoming resources before other recognised gains/(losses)</b>							
		2,273	(32)	<b>2,241</b>	2,551	19	2,570
<b>Other recognised gains/(losses)</b>							
Loss on change to FRS102 accounting for the Social Housing Pension Scheme	19	(874)	-	<b>(874)</b>	-	-	-
Actuarial (losses)/gains on defined benefit pension schemes	19	(162)	-	<b>(162)</b>	127	-	127
<b>Net movements in funds</b>							
		1,237	(32)	<b>1,205</b>	2,678	19	2,697
<b>Reconciliation of funds</b>							
Total funds brought forward		26,631	595	<b>27,226</b>	23,953	576	24,529
<b>Total funds carried forward</b>							
		<b>27,868</b>	<b>563</b>	<b>28,431</b>	<b>26,631</b>	<b>595</b>	<b>27,226</b>

The Charity reports Total income and endowments of £209,192 (2018: £191,397K) and Net income of £2,276K (2018: £2,387K).

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 59 to 61 and the notes on pages 62 to 87 form part of these accounts.

## Balance sheets as at 31<sup>st</sup> March 2019

	Notes	Group		Charity	
		2019 £'000	2018 £'000	2019 £'000	2018 £'000
<b>Fixed assets</b>					
Intangible assets	5	-	548	-	548
Tangible assets	6	8,719	9,614	8,719	9,595
		8,719	10,162	8,719	10,143
<b>Current assets</b>					
Debtors	7	31,899	29,198	34,422	32,052
Cash at bank and in hand		43,412	34,651	34,015	26,033
		75,311	63,849	68,437	58,085
<b>Creditors: amounts falling due within one year</b>	8	(46,319)	(40,105)	(39,851)	(34,763)
<b>Net current assets</b>		28,992	23,744	28,586	23,322
<b>Creditors: amounts falling due after more than one year</b>	9	(84)	(84)	(84)	(84)
Provisions for liabilities and charges	10	(9,196)	(6,596)	(9,196)	(6,596)
<b>Net assets</b>		28,431	27,226	28,025	26,785
<b>Funds</b>					
Unrestricted	12	27,868	26,631	27,462	26,190
Restricted	13	563	595	563	595
		28,431	27,226	28,025	26,785

A separate Statement of Financial Activities is not presented for the Charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Approved by the Board of Directors and Trustees on 30 July 2019 and signed on its behalf by:

  
**Stuart McMinnies**  
 Trustee

  
**Professor Mike Pringle CBE**  
 Chair

The accounting policies on pages 59 to 61 and the notes on pages 62 to 87 form part of these accounts. Company Registration Number: 03861209 (England and Wales)

# Consolidated statement of cash flows for the year ended 31<sup>st</sup> March 2019

	Notes	Group 2019 £'000	Group 2018 £'000
<b>Cash flows from operating activities:</b>			
Net cash provided by operating activities	16	8,125	6,488
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		139	79
Finance charges on defined benefit pension scheme deficit payment plan		-	(20)
Proceeds from the sale of property	6	504	246
Purchase of intangible fixed assets	5	-	(184)
Purchase of tangible fixed assets	6	(7)	(566)
<b>Net cash used by investing activities</b>		<b>636</b>	<b>(445)</b>
<b>Cash flows from financing activities :</b>			
Repayments of borrowing		-	-
<b>Net cash used by financing activities</b>		<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents in the year</b>		<b>8,761</b>	<b>6,043</b>
Cash and cash equivalents at the beginning of the year		34,651	28,608
<b>Cash and cash equivalents at the end of the year</b>	17	<b>43,412</b>	<b>34,651</b>

<b>Reconciliation of net cash flow to movement in net debt</b>	Group 2019 £'000	Group 2018 £'000
Increase/(decrease) in cash in the year	8,761	6,043
Decrease in net debt	-	-
Cash and cash equivalents at the beginning of the year	34,651	28,608
<b>Cash and cash equivalents at the end of the year</b>	<b>43,412</b>	<b>34,651</b>

<b>Analysis of changes in net debt</b>	At 1st April 2018 £'000	Cash Flow £'000	At 31st March 2019 £'000
Cash at bank and in hand	34,651	8,761	43,412
Bank and other loans	(84)	-	(84)
<b>Total</b>	<b>34,567</b>	<b>8,761</b>	<b>43,328</b>

The accounting policies on pages 59 to 61 and the notes on pages 62 to 87 form part of these accounts.

# Accounting policies

## General information

Change Grow Live is a private company limited by guarantee and incorporated in England. The registered office address is 3rd Floor, Tower Point, 44 North Road, Brighton BN1 1YR. The company registration number is 03861209 (England and Wales).

## Basis of preparation

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

## Basis of consolidation

These financial statements consolidate the results of the Charity and its subsidiary companies including Sova, Change Grow Live Services

Ltd and The Secret Space Ltd, all wholly owned subsidiaries of Change Grow Live (note 20). The Recover Team Ltd is consolidated up to the date of its disposal on 8 November 2018. 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. Sova, Change Grow Live Services Ltd and The Secret Space Ltd are included within the group financial statements on a line by line basis with intercompany transactions eliminated on consolidation.

The principal policies of the Group are as follows:

### a) Going concern

After making appropriate inquiries and taking into account the level of reserves and the budgets and forecasts for the organisation, the trustees have assessed that the expectation is that the Charity and Group will continue in operational existence for the foreseeable future and, accordingly, these financial statements are prepared on the going concern basis. There are no

material uncertainties surrounding the going concern assumption.

### b) Income

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

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

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

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

Where conditions exist which restrict the use of income to a particular

purpose, income is recorded in an appropriate restricted fund.

### c) Project accounting/allocation

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

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

### d) Classification of expenditure

Direct costs represent all costs which relate directly to charitable activities and governance costs. Support costs are those incurred to support charitable activities and governance. Expenditure has been classified in accordance with the Charities SORP (FRS 102).

### e) Project start-up costs

Project start-up costs are treated as revenue expenditure in the period that a contract commences and matched with associated contract start-up income. In all other cases, project start-up costs are treated as revenue expenditure when incurred.

# Accounting policies

## f) Intangible fixed assets

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

### *IT software costs*

20%/33.3% per annum on a straight line basis, on original cost.

## g) Tangible fixed assets

### *Freehold property*

In accordance with FRS 102 freehold land is not being depreciated. Depreciation is charged on freehold buildings over a period of 50 years on a straight line basis. The trustees consider the market value of the properties on an annual basis, together with reviewing them for impairment in accordance with FRS 102. Freehold land and buildings are initially recognised at cost but are subject to periodic revaluation by the trustees.

### *Capitalisation of other assets*

Leasehold improvements, computers and other equipment purchased for specific projects are treated as revenue expenditure at the date the cost is incurred. Other assets with a value greater than £2,000 are capitalised under the historic cost basis and depreciated to write off the cost of the assets over estimated useful lives. Tangible fixed assets are recognised at cost and are subsequently measured at cost less accumulated depreciation. The annual depreciation rates and methods used are as follows:

### *Leasehold property*

Leasehold improvements- over the lease term, on original cost.

### *IT hardware*

20%/33.3% per annum on a straight line basis, on original cost.

### *Furniture and equipment*

15% per annum on a straight line basis, on original cost.

## h) 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.

## i) Financial instruments

### *Basic financial assets*

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

### *Basic financial liabilities*

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies that are classified as debt, are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business

from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

## j) Funds

### *Restricted funds*

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

### *Unrestricted funds*

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

# Accounting policies

## k) 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.

## l) 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.

Pension costs charged in the Statement of Financial Activities represent the contributions payable by the Group for the year together with any material provision to record the Group's liability in relation to a defined benefit pension scheme. 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.

## m) Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily

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

- Depreciation and amortisation rates are over the estimated useful economic life of the assets;
- Dilapidation provisions are an estimate of the cost to reinstate premises in line with lease obligations;
- Valuation of freehold property;

- Pension assumptions for defined benefit pension schemes include, amongst others, estimates for longevity, discount rates and inflation.

## n) 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 accounts for the year ended 31<sup>st</sup> March 2019

## 1 Incoming resources

	Group 2019 £'000	Group 2018 £'000
<i>Donations and legacies</i>		
Donations	61	109

	Group 2019 £'000	Group 2018 £'000
<i>Investment income</i>		
Interest on UK cash deposits	139	79

### *Incoming resources from charitable activities*

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

	Group 2019 £'000	Group 2018 £'000
<i>Other income</i>		
Proceeds from sale of Alleyne House, Winchester	504	-

## 2 Net income/(expenditure)

	Group 2019 £'000	Group 2018 £'000
<i>Net incoming resources is stated after charging:</i>		
Auditor's remuneration:		
- Audit services	66	68
- Non-audit services	24	18
Operating lease rentals:		
- Plant and machinery	599	521
- Land and buildings	5,433	5,497
Depreciation and amortisation	1,439	1,193

Audit services fees, inclusive of VAT, are paid to Crowe U.K. LLP. Non-audit services of £24K includes £21K for internal audit work and £3K for VAT advice (2018: Non-audit services of £18K relates to VAT advice).

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 3 Expenditure on Charitable activities

	Direct costs £'000	Support costs £'000	Group 2019 £'000	Direct costs £'000	Support costs £'000	Group 2018 £'000
<b>Charitable activities:</b>						
Health and social care initiatives	192,091	18,241	<b>210,332</b>	176,541	16,435	192,976
<b>Total</b>	192,091	18,241	<b>210,332</b>	176,541	16,435	192,976

Total support costs include Governance costs of £86k (2017-18: £68k).

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2019 Total £'000
<b>Support costs allocated to Charitable activities:</b>					
Health and social care initiatives	2,045	8,676	2,080	5,440	<b>18,241</b>
<b>Total</b>	2,045	8,676	2,080	5,440	<b>18,241</b>

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2018 Total £'000
<b>Support costs allocated to Charitable activities:</b>					
Health and social care initiatives	1,820	7,780	2,479	4,356	16,435
<b>Total</b>	1,820	7,780	2,479	4,356	16,435

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

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

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

	Group 2019 £'000	Group 2018 £'000
Wages and salary costs	100,849	95,419
Social security costs	10,146	9,586
Redundancy costs	1,438	1,393
Training costs	750	817
Recruitment and general payroll costs	914	1,093
Pension costs for defined contribution pension schemes	2,511	2,510
Pension costs for defined benefit pension schemes	3,646	2,539
Agency and third party organisations	17,439	19,949
<b>Total</b>	<b>137,693</b>	133,306

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. £135K remained unpaid at 31 March 2019.

Trustee remuneration and expenses are disclosed in Note 23.

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

	Group 2019 Number	Group 2018 Number
£60,000 to £69,999	17	13
£70,000 to £79,999	11	9
£80,000 to £89,999	11	20
£90,000 to £99,999	12	7
£100,000 to £109,999	3	-
£110,000 to £119,999	3	3
£120,000 to £129,999	5	1
£130,000 to £139,999	3	5
£140,000 to £149,999	-	1
£150,000 to £159,999	1	-
£190,000 to £199,999	1	-
£200,000 to £209,999	-	1

The key management personnel of the Group comprises 9 (2017-18: 6) employees: the Chief Executive, six Executive Directors, the Chief Finance Officer and the Executive Medical Director. The total employee remuneration, benefits and contractual payments, inclusive of pension contributions and social security costs paid by the Charity, of the key management personnel were £1,417,618 (2017-18: £1,074,101).

55 (2017-18: 53) of the higher paid employees were accruing pension benefits under a defined contribution scheme and 10 (2017-18: 5) under defined benefit schemes.

Contributions of £2,511,039 (2017-18: £2,510,593) were paid into a defined contribution scheme. The other employees were members of the SHPS, NHS, LGPS or Civil Service defined benefit schemes (see note 19) into which contributions of £2,125,132 (2017-18: £1,788,450) were paid during the year. Employers' pension contributions outstanding at the year end amounted to £395,346 (2017-18: £351,437).

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

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

	Group 2019 Number	Group 2018 Number
<b>Employee numbers:</b>		
Average number of employees	3,712	3,614
Average number of full time equivalents	3,331	3,258
Average number of full time equivalents split between:		
Direct project staff	3,040	3,002
Operational support staff	61	65
Central support staff	230	191
<b>Total</b>	<b>3,331</b>	<b>3,258</b>

## 5 Intangible Fixed Assets - Group and Charity

	IT Software costs £'000
<b>Cost/valuation</b>	
At 1st April 2018	1,870
Additions	-
<b>At 31st March 2019</b>	<b>1,870</b>
<b>Amortisation</b>	
At 1st April 2018	(1,322)
Charge for the year	(548)
<b>At 31st March 2019</b>	<b>(1,870)</b>
<b>Net Book Value</b>	
<b>At 31st March 2019</b>	<b>-</b>
At 31st March 2018	548

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 6 Tangible Fixed Assets - Group

	Freehold property £'000	Leasehold property £'000	IT hardware £'000	Furniture and equipment £'000	Total £'000
<b>Cost/valuation</b>					
At 1st April 2018	8,965	183	3,821	201	<b>13,170</b>
Additions	-	-	7	-	<b>7</b>
Disposals	-	-	-	(77)	<b>(77)</b>
<b>At 31st March 2019</b>	<b>8,965</b>	<b>183</b>	<b>3,828</b>	<b>124</b>	<b>13,100</b>
<b>Depreciation</b>					
At 1st April 2018	(95)	(183)	(3,097)	(181)	<b>(3,556)</b>
Charge for the year	(157)	-	(725)	(9)	<b>(891)</b>
Disposals	-	-	-	66	<b>66</b>
<b>At 31st March 2019</b>	<b>(252)</b>	<b>(183)</b>	<b>(3,822)</b>	<b>(124)</b>	<b>(4,381)</b>
<b>Net Book Value</b>					
<b>At 31st March 2019</b>	<b>8,713</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>8,719</b>
At 31st March 2018	8,870	-	724	20	9,614

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 6 (cont.) Tangible Fixed Assets - Charity

	Freehold property £'000	Leasehold property £'000	IT hardware £'000	Furniture and equipment £'000	Total £'000
<b>Cost/valuation</b>					
At 1st April 2018	8,965	183	3,821	124	<b>13,093</b>
Additions	-	-	7	-	<b>7</b>
<b>At 31st March 2019</b>	<b>8,965</b>	<b>183</b>	<b>3,828</b>	<b>124</b>	<b>13,100</b>
<b>Depreciation</b>					
At 1st April 2018	(95)	(183)	(3,096)	(124)	<b>(3,498)</b>
Charge for the year	(157)	-	(726)	-	<b>(883)</b>
<b>At 31st March 2019</b>	<b>(252)</b>	<b>(183)</b>	<b>(3,822)</b>	<b>(124)</b>	<b>(4,381)</b>
<b>Net Book Value</b>					
<b>At 31st March 2019</b>	<b>8,713</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>8,719</b>
At 31st March 2018	8,870	-	725	-	9,595

The total cost and valuation of freehold property at 31 March 2019 was £9.0 million and consists of nine properties. The property in King's Cross Road, King's Cross, London was informally valued to current market value during 2017-2018 by a firm of professional surveyors. Depreciation is charged on freehold buildings on a straight line basis over a period of 50 years. However, all nine properties have been further reviewed for impairment by the trustees in accordance with FRS 102, the results of which indicated that no further impairment was necessary from the carrying value at the year end. The original cost of the freehold properties was £4.9 million.

During the year, Change Grow Live received £504K in relation to its share of the proceeds on the sale of a freehold property in Winchester in which it had a legal interest. The proceeds were shared with Home Group who had operated services from the property for many years which was not a tangible fixed asset of the CGL group.

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 7 Debtors

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Income receivable	29,153	25,268	13,866	17,709
Other debtors	343	162	343	162
Intercompany	-	-	17,822	10,458
Prepayments	2,403	3,768	2,391	3,723
<b>Total</b>	<b>31,899</b>	<b>29,198</b>	<b>34,422</b>	<b>32,052</b>

Included within 'Income receivable' is an amount of £0.2 million (2018: £6.6 million) relating to amounts invoiced in respect of the 2019-2020 financial year. An equivalent amount is included within 'Deferred income' in note 8.

## 8 Creditors: amounts falling due within one year

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade creditors	4,036	2,598	4,036	2,570
Deferred income	10,787	11,351	5,022	10,524
Social security and other taxes	4,572	6,480	3,898	2,318
Accruals	23,082	17,809	23,053	17,493
Other creditors	3,842	1,867	3,842	1,858
<b>Total</b>	<b>46,319</b>	<b>40,105</b>	<b>39,851</b>	<b>34,763</b>

## Movements in deferred income

	At 1 April 2018 £'000	Released £'000	Deferred £'000	At 31 March 2019 £'000
Group	11,351	(9,753)	9,189	10,787
Charity	10,524	(8,926)	3,424	5,022

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.

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

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

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Bank and other loans	84	84	84	84

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

Change Grow Live has provided Barclays Bank with a Debenture, dated 4 September 2013, in support of its Bond, Guarantee and Indemnity (BGI) facilities and a charge over its freehold property at 140- 142 King's Cross Road, London. In respect of the Debenture, a formula has been agreed whereby 'Good UK Debtors under 90 days' have to provide a minimum of two times cover against BGI exposure at any time. As at 31 March 2019, Change Grow Live had £1.9 million of BGI exposure (2018: £1.7 million) which was more than covered by 'Good UK Debtors under 90 days' which amounted to £24.7 million (2018: £15.5 million).

## 10 Provisions for liabilities and charges - Group and Charity

	Pension provisions £'000	Dilapidation provision £'000	Total £'000
At 1st April 2018	1,606	4,990	6,596
Amounts provided in the year	2,064	692	2,756
Utilised during the year	-	(156)	(156)
<b>At 31st March 2019</b>	<b>3,670</b>	<b>5,526</b>	<b>9,196</b>

## 11 Limited liability

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

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 12 Unrestricted funds - Group

	Total funds brought forward at 1st April 2018 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised losses £'000	Total funds carried forward at 31st March 2019 £'000
Unrestricted funds	14,673	4,742	73	-	19,488
Pension reserve	(1,606)	(1,028)	-	(1,036)	(3,670)
Revaluation reserve	3,486	(71)	-	-	3,415
<b>Free reserves</b>	<b>16,553</b>	<b>3,643</b>	<b>73</b>	<b>(1,036)</b>	<b>19,233</b>
Fixed assets net of related loans	10,078	(1,367)	(76)	-	8,635
<b>Total unrestricted funds</b>	<b>26,631</b>	<b>2,276</b>	<b>(3)</b>	<b>(1,036)</b>	<b>27,868</b>

## Unrestricted funds - Charity

	Total funds brought forward at 1st April 2018 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised losses £'000	Total funds carried forward at 31st March 2019 £'000
Unrestricted funds	14,251	4,770	61	-	19,082
Pension reserve	(1,606)	(1,028)	-	(1,036)	(3,670)
Revaluation reserve	3,486	(71)	-	-	3,415
<b>Free reserves</b>	<b>16,131</b>	<b>3,671</b>	<b>61</b>	<b>(1,036)</b>	<b>18,827</b>
Fixed assets net of related loans	10,059	(1,360)	(64)	-	8,635
<b>Total unrestricted funds</b>	<b>26,190</b>	<b>2,311</b>	<b>(3)</b>	<b>(1,036)</b>	<b>27,462</b>

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 12 (cont.) Unrestricted funds - Group

	Total funds brought forward at 1st April 2017 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	Total funds carried forward at 31st March 2018 £'000
Unrestricted funds	11,296	3,841	(464)	-	14,673
Pension reserve	(1,638)	(95)	-	127	(1,606)
Revaluation reserve	3,529	(43)	-	-	3,486
<b>Free reserves</b>	<b>13,187</b>	<b>3,703</b>	<b>(464)</b>	<b>127</b>	<b>16,553</b>
Fixed assets net of related loans	10,766	(1,150)	462	-	10,078
<b>Total unrestricted funds</b>	<b>23,953</b>	<b>2,553</b>	<b>(2)</b>	<b>127</b>	<b>26,631</b>

## Unrestricted funds - Charity

	Total funds brought forward at 1st April 2017 £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	Total funds carried forward at 31st March 2018 £'000
Unrestricted funds	11,060	3,647	(456)	-	14,251
Pension reserve	(1,638)	(95)	-	127	(1,606)
Revaluation reserve	3,529	(43)	-	-	3,486
<b>Free reserves</b>	<b>12,951</b>	<b>3,509</b>	<b>(456)</b>	<b>127</b>	<b>16,131</b>
Fixed assets net of related loans	10,744	(1,139)	454	-	10,059
<b>Total unrestricted funds</b>	<b>23,695</b>	<b>2,370</b>	<b>(2)</b>	<b>127</b>	<b>26,190</b>

The Revaluation reserve relates to freehold properties (Note 6).



### Impact report

We provide detailed insight into the impact of our services in a separate report, available on our website at:  
[www.impact.changegrowlive.org](http://www.impact.changegrowlive.org)

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 13 Restricted funds

	Total funds brought forward at 1st April 2018 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	Total funds carried forward at 31st March 2019 £'000
<b>Health and social care services - Capital funds</b>						
a) Brighton & Hove PCT	300	-	-	-	-	<b>300</b>
b) Brighton & Hove PCT	253	-	-	-	-	<b>253</b>
Capital funds	553	-	-	-	-	<b>533</b>
<b>Health and social care services - Revenue funds</b>						
c) PHE Capital funding- Blackburn with Darwen	42	-	32	(32)	-	<b>10</b>
d) PHE Capital funding- Stockton	-	10	10	-	-	-
e) Skills for Care- Hull	-	2	2	-	-	-
f) Big Lottery Recovery Gym- Middlesborough	-	1	1	-	-	-
g) PHE Capital funding- West Sussex Children of Alcohol Dependent Parents	-	25	25	-	-	-
h) PHE Innovation fund- St Helens	-	23	23	-	-	-
i) Ministry of Defence- Rotherham	-	65	65	-	-	-
j) PHE Innovation Fund- Knowsley	-	32	32	-	-	-
k) PCC Grant- Warwickshire	-	132	135	(3)	3	-
l) Circles UK	-	9	9	-	-	-
m) Hertfordshire County Council/Big Lottery- Strive	-	10	10	-	-	-
n) Hertfordshire County Council/Big Lottery- Youth	-	1	1	-	-	-
o) Ixion/Big Lottery	-	9	9	-	-	-
Revenue funds	42	319	354	(35)	3	<b>10</b>
<b>Restricted funds - Charity</b>	<b>595</b>	<b>319</b>	<b>354</b>	<b>(35)</b>	<b>3</b>	<b>563</b>
Sova Restricted funds	-	271	271	-	-	-
<b>Restricted funds - Group</b>	<b>595</b>	<b>590</b>	<b>625</b>	<b>(35)</b>	<b>3</b>	<b>563</b>

# Notes to the accounts for the year ended 31<sup>st</sup> March 2018

**a) Brighton & Hove Primary Care Trust**

Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.

**b) Brighton & Hove Primary Care Trust**

Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014-15.

**c) PHE Capital funding - Blackburn with Darwen**

Funding for a women's centre property refurbishment and a drugs meter at the Blackburn with Darwen project.

**d) PHE Capital funding - Stockton**

Social enterprise scheme for refurbishment and re-sale of furniture

**e) Skills for Care - Hull**

To help create a well-led skilled and valued adult social care workforce

**f) Big Lottery Recovery Gym - Middlesbrough**

Funding of a recovery gym in Middlesbrough

**g) PHE Capital funding - West Sussex Children of Alcohol Dependent Parents**

Funding to improve systems and services to meet the needs of families where a parent is dependent on alcohol.

**h) PHE Innovation Fund - St Helens**

Incoming resources represents PHE grant funding to support children growing up in households with an adult dependent on alcohol

**i) Ministry of Defence - Rotherham**

Funding towards working with military veterans to achieve and reaching continued health based in Rotherham.

**j) PHE Innovation Fund - Knowsley**

Incoming resources represent PHE grand funding to support children growing up in households with an adult dependent on alcohol

**k) PCC Grant - Warwickshire**

Funding for the Criminal Justice Team working within Warwickshire as part of the Integrated Offender Recovery Programme

**l) Circles UK**

Funding towards the provision of mentoring support for ex-offenders of a serious crime to reintegrate back into society.

**m) Hertfordshire County Council/Big Lottery - Strive**

Funding towards tackling poverty and promoting social inclusion.

**n) Hertfordshire County Council/Big Lottery - Youth**

Funding towards tackling poverty and promoting social inclusion.

**o) Ixion/Big Lottery**

Funding towards tackling poverty and promoting social inclusion.

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 13 Restricted funds (cont.)

	Total funds brought forward at 1st April 2017 £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	Total funds carried forward at 31st March 2018 £'000
<b>Health and social care services - Capital funds</b>						
a) Brighton & Hove PCT	300	-	-	-	-	<b>300</b>
b) Brighton & Hove PCT	253	-	-	-	-	<b>253</b>
Capital funds	553	-	-	-	-	<b>553</b>
<b>Health and social care services - Revenue funds</b>						
c) Lancashire County Council	14	-	14	(14)	-	-
d) Rehabilitation Social Action Fund	9	-	9	(9)	-	-
e) PHE Capital funding	-	148	106	42	-	<b>42</b>
f) Postcode Lottery Grant- East Lancashire	-	4	4	-	-	-
g) Flexible Homeless Grant- West Yorkshire	-	29	29	-	-	-
h) Big Lottery Recovery Gym- Middlesbrough	-	99	100	(1)	1	-
i) PHE Grant- Recovery café- Waltham Forest	-	8	8	-	-	-
j) Elton John Foundation- London	-	81	82	(1)	1	-
k) Ministry of Defence- Rotherham	-	36	36	-	-	-
Revenue funds	23	405	388	17	2	<b>42</b>
<b>Restricted funds - Charity</b>	<b>576</b>	<b>405</b>	<b>388</b>	<b>17</b>	<b>2</b>	<b>595</b>
Sova Restricted funds	-	166	166	-	-	-
<b>Restricted Funds - Group</b>	<b>576</b>	<b>571</b>	<b>554</b>	<b>17</b>	<b>2</b>	<b>595</b>

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

**a) Brighton & Hove Primary Care Trust**

Funding towards the purchase of a freehold property in Hove, East Sussex in 2010-11.

**b) Brighton & Hove Primary Care Trust**

Funding towards the purchase of a freehold property in Eastbourne, East Sussex in 2014-15.

**c) Lancashire County Council**

Incoming resources from charitable activities represents a BRIC grant (Building Recovery in the Community) for a number of community initiatives.

**d) Rehabilitation Social Action Fund**

Incoming resources from charitable activities represents funding for the delivery of a substance misuse mentoring service to 250 Central and Eastern European offenders across West Yorkshire.

**e) PHE Capital funding**

Funding for a womens' centre property refurbishment and a drugs meter at the Blackburn with Darwen project.

**f) Postcode Lottery Grant - East Lancashire**

Funding of items of equipment for the East Lancashire project.

**g) Flexible Homeless Grant - West Yorkshire**

Funding of additional staff on the West Yorkshire Street Outreach project.

**h) Big Lottery Recovery Gym - Middlesbrough**

Funding of a recovery gym in Middlesbrough.

**i) PHE Grant - Recovery café - Waltham Forest**

Funding towards a recovery café at the Waltham Forest project.

**j) Elton John Foundation - London**

Funding for a service to reduce risky sexual practice and associated psychological and physical health harms in the London community.

**k) Ministry of Defence - Rotherham**

Funding towards working with military veterans to achieve and reaching continued health based in Rotherham.

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 14 Analysis of Group net assets between funds

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	Total 2019 £'000
Unrestricted funds	8,166	28,982	(84)	(9,196)	<b>27,868</b>
Restricted funds	553	10	-	-	<b>563</b>
<b>Total</b>	<b>8,719</b>	<b>28,992</b>	<b>(84)</b>	<b>(9,196)</b>	<b>28,431</b>

	Intangible and tangible fixed assets £'000	Net current assets £'000	Creditors: amounts falling due after more than one year £'000	Provisions for liabilities and charges £'000	Total 2018 £'000
Unrestricted funds	9,609	23,702	(84)	(6,596)	<b>26,631</b>
Restricted funds	553	42	-	-	<b>595</b>
<b>Total</b>	<b>10,162</b>	<b>23,744</b>	<b>(84)</b>	<b>(6,596)</b>	<b>27,226</b>

## 15 Commitments due under operating leases

	Land and buildings		Other	
	Group 2019 £'000	Group 2018 £'000	Group 2019 £'000	Group 2018 £'000
<b>Gross obligations repayable on leases:</b>				
expiring within one year	<b>3,762</b>	4,286	<b>701</b>	563
expiring between two and five years	<b>3,633</b>	2,379	<b>1,285</b>	307
expiring in more than five years	<b>130</b>	-	-	-
	<b>7,525</b>	6,665	<b>1,986</b>	870

## 16 Reconciliation of net income to net cash inflow from operating activities:

	Group 2019 £'000	Group 2018 £'000
Net income for the year	<b>2,241</b>	2,570
Actuarial and pension gains/(losses)	<b>(1,036)</b>	127
Dividends, interest and rents from investments	<b>(139)</b>	(79)
Finance charges on defined benefit pension scheme deficit payment plan	-	20
Amortisation charges	<b>548</b>	346
Depreciation charges	<b>891</b>	847
Loss on fixed asset disposal	<b>(493)</b>	(1)
Increase in debtors	<b>(2,701)</b>	(9,302)
Increase in creditors	<b>6,214</b>	10,211
Increase in provisions	<b>2,600</b>	1,749
<b>Net cash provided by operating activities</b>	<b>8,125</b>	6,488

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 17 Analysis of cash and cash equivalents - Group

	At 1st April 2018 £'000	Cash Flow £'000	At 31st March 2019 £'000
Cash at bank and in hand	34,651	8,761	<b>43,412</b>
<b>Total cash and cash equivalents</b>	<b>34,651</b>	<b>8,761</b>	<b>43,412</b>

## Analysis of cash and cash equivalents - Charity

	At 1st April 2018 £'000	Cash Flow £'000	At 31st March 2019 £'000
Cash at bank and in hand	26,033	7,982	<b>34,015</b>
<b>Total cash and cash equivalents</b>	<b>26,033</b>	<b>7,982</b>	<b>34,015</b>

## 18 Financial instruments

	Group 2019 £'000	Group 2018 £'000	Charity 2019 £'000	Charity 2018 £'000
<b>Carrying amount of financial assets</b>				
Debt instruments measured at cost less impairment	<b>72,909</b>	60,081	<b>66,047</b>	54,362
<b>Carrying amount of financial liabilities</b>				
Measured at amortised cost	<b>31,043</b>	22,359	<b>31,014</b>	22,006

Financial instruments are described in the accounting policies, note (i).

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 19 Pension schemes

### Introduction

Note 19 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, Local Government Pension Schemes (LGPS) and the Civil Service Pension Scheme as a result of being commissioned to deliver services which required members of these schemes to transfer in to Change Grow Live. All the defined benefit pension schemes are closed to new members.

### Social Housing Pension Scheme (SHPS)

Change Grow Live participated in the Social Housing Pension Scheme (SHPS), a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK. Within the scheme, Change Grow Live operated a final salary benefit structure with a 1/60th accrual rate for its members. The scheme is closed to new members and it was closed to future accrual as at 1 April 2017 and the three active members at that time were transferred into the SHPS defined contribution scheme. For Financial Years ending on or after 31 March 2019 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 2019, 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 below in respect of the SHPS scheme:

	Year ending 31st March 2019 £'000
<b>Provisions in relation to the present value of agreed future deficit repayment contributions</b>	
Provision at start of period	(706)
Increase of provision on change to FRS102 accounting	(803)
Provision at end of period	(1,509)
<b>Balance Sheet at 31st March 2019</b>	
Market value of assets	4,474
Liabilities	(5,983)
Deficit	(1,509)
<b>Changes in the present value of the defined benefit obligation are as follows:</b>	
Defined benefit obligation on commencement of FRS102 reporting	(5,604)
Interest cost	(142)
Actuarial gain/(loss)	(314)
Benefits paid	81
Participant contributions	-
Current service cost	(4)
Defined benefit obligation at the year end	(5,983)
<b>Changes in the fair value of the scheme assets are as follows:</b>	
Fair value of scheme assets on commencement of FRS102 reporting	4,334
Interest income on plan assets	111
Return on scheme assets greater/(less) than discount rate	4
Actuarial gain/(loss)	-
Employer and participant contributions	106
Benefits paid	(81)
Fair value of scheme assets at the year end	4,474

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## The amounts included within the Statement of Financial Activities are as follows:

	Year ending 31st March 2019 £'000
Net interest on net defined benefit liability	31
Current service cost	4
<b>Total amount charged within net income/(expenditure)</b>	<b>35</b>
Release of present value of agreed future deficit repayment contributions provision on change to FRS102 accounting	(706)
Net defined benefit liability on commencement of FRS102 reporting	1,270
Actuarial (gain)/loss	314
Return on scheme assets greater/(less) than discount rate	(4)
<b>Remeasurement effects recognised in overall funds movement</b>	<b>874</b>
<b>Total amount charged to the Statement of Financial Activities</b>	<b>909</b>

Additional disclosure items:	Assets at 31st March 2019	
	£'000	%
Equities	1870	41.8%
Government bonds	-	0.0%
Other bonds	209	4.7%
Property	402	9.0%
Cash/liquid	9	0.2%
Other	1,984	44.3%
	<b>4,474</b>	<b>100.0%</b>
<b>Actuarial assumptions:</b>	<b>Beginning of year</b>	<b>End of year</b>
<b>Financial</b>		
Rate of RPI inflation	3.2%	3.3%
Rate of CPI inflation	2.2%	2.3%
Rate of increase in salaries	3.2%	3.3%
Rate of increase in pensions	2.4%	2.4%
Discount rate	2.3%	2.6%

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 buyout market. The amounts of debt can therefore be volatile over time. Change Grow Live has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Scheme, based on the financial position of the Scheme as at 30th September 2017. At this date the estimated employer debt for Change Grow Live was £5.4 million. 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.

## Pensions Trust Growth Plan

Change Grow Live participated in the Pensions Trust's Growth Plan until 31 March 2017. The Scheme is funded and Change Grow Live offered the Growth Plan as an AVC investment option for members of SHPS and was therefore deemed to participate in the scheme. Change Grow Live does not pay any contributions to the Growth Plan. The members paid contributions at a rate of their choice. The scheme is now closed and there are no active members (2017-18: Nil).

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 19 Pension schemes (cont.)

### **NHS Pension Scheme for England and Wales**

Change Grow Live has separate Directions Body status in 42 areas with NHS Pensions during the year to 31st March 2019.

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 2018-2019 were £1,947,202

(2017-2018: £1,639,681). At 31st March 2019 there were 466 (2018: 363) active members in the scheme employed by Change Grow Live.

A valuation of the Scheme liability is carried out annually by the Scheme actuary as at the balance sheet date. 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 31st March 2018 is based on the valuation data as at 31st March 2017, updated to 31st March 2018 with summary global member and accounting data. The latest assessment of the liabilities of the Scheme is contained in the Scheme Actuary report, which forms part of the annual NHS Pension Scheme Accounts, published annually and can be viewed on the NHS Pensions website.

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 2019, is based on valuation data as 31 March 2018, updated to 31 March 2019 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

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

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers. The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019. The Department of Health and Social Care have recently laid Scheme Regulations confirming that the employer contribution rate will increase to 20.6% of pensionable pay from this date. Change Grow Live has confirmation that the employer contribution will remain at 14.38% and that central payment will be made by NHS England and the Department of Health and Social Care for the respective proportions of the outstanding 6.22%

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## **The Civil Service Pension Scheme**

Change Grow Live is admitted into the Civil Service Pension Scheme following the transfer in of two members of staff on 1 June 2017. At 31 March 2019 Change Grow Live had one member in the scheme. The total employer contributions payable in 2018-2019 were £3,378 (2017-2018: £6,038).

Past and present employees are covered by the provisions of the Civil Service Pension Scheme arrangements. Details of the benefits payable and rules of the Scheme can be found at [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk). The Scheme is an unfunded, defined benefit, contributory, public service occupational pension scheme. The cash required to meet the payment of pension benefits is paid from public funds provided by Parliament. Members contribute on a 'pay-as-you-go' basis, with these contributions (along with those made by employers) being credited to the Exchequer under arrangements governed by the Superannuation Act 1972 and Public Service Pensions Act 2013.

Unlike many other schemes, the employer/employee split is not fixed. However, a cost-capping mechanism is in place to prevent the employer cost becoming disproportionate to the employee cost.

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 2019, is based on valuation data as 31 March 2016, updated to 31 March 2019 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual Civil Superannuation accounts. These accounts can be viewed on the Civil Service 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 last published actuarial valuation undertaken for the Civil Service Pension Scheme was completed for the year ending 31 March 2016, and implemented increased employer contributions from April 2019.

The Scheme Regulations allow for the level of contribution rates to be changed by the Secretary of State for the Cabinet Office, with the consent of HM Treasury, and consideration of the advice of the Scheme Actuary and employee and employer representatives as deemed appropriate.

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 19 Pension schemes (cont.)

### Local Government Pension Schemes

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

The admitted body status agreement for Change Grow Live's membership of the Northamptonshire Pension Fund and the Hertfordshire Pension Fund includes a 'risk share' arrangement. This means that Change Grow Live will not be liable for any cessation liability on termination of the admission body agreement and is therefore only liable for regular employer contributions

into the schemes. On that basis, these schemes have been treated as if they were defined contribution schemes and the accounting charge is taken as being equal to the contributions payable in the accounting period. There were two members in these schemes as at 31st March 2019 (2018- five members). The total contributions paid by Change Grow Live into these two schemes during the year was £8,073 (2018: £24,297).

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

### Balance Sheet at 31st March 2019

	2019 £'000	2018 £'000
Market value of assets	4,816	3,425
Liabilities	(6,047)	(4,325)
<b>Deficit</b>	<b>(1,231)</b>	(900)
<b>Split between the schemes:</b>	<b>£'000</b>	<b>£'000</b>
The London Borough of Newham Pension Fund	(160)	(133)
The Nottinghamshire County Council Pension Scheme	(559)	(530)
The West Midlands Pension Fund- Birmingham contract	(5)	(85)
The London Borough of Lewisham Pension Fund	(93)	(63)
The West Sussex Pension Fund	(32)	(20)
Merseyside Pension Fund	(83)	(69)
The West Midlands Pension Fund- Walsall contract	(299)	-
	<b>(1,231)</b>	(900)
<b>Changes in the present value of the defined benefit obligation are as follows:</b>	<b>£'000</b>	<b>£'000</b>
Opening defined benefit obligation	(4,325)	(3,931)
Defined benefit obligation on admission to the scheme	(1,186)	(287)
Interest cost	(144)	(120)
Actuarial gain/(loss)	(65)	251
Benefits paid	7	77
Participant contributions	(50)	(47)
Current service cost	(284)	(268)
<b>Defined benefit obligation at the year end</b>	<b>(6,047)</b>	(4,325)

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 19 Pension schemes (cont.)

Changes in the fair value of the scheme assets are as follows:	2019 £'000	2018 £'000
Opening fair value of scheme assets	3,425	3,101
Fair value of scheme assets on admission to the scheme	846	213
Interest income on plan assets	114	94
Return on scheme assets greater/(less) than discount rate	234	(58)
Actuarial gain/(loss)	9	8
Employer and participant contributions	195	144
Benefits paid	(7)	(77)
<b>Fair value of scheme assets at the year end</b>	<b>4,816</b>	<b>3,425</b>

The amounts included within the Statement of Financial Activities are as follows:	£'000	£'000
Net interest on net defined benefit liability	30	26
Current service cost	284	268
<b>Total amount charged within net income/(expenditure)</b>	<b>314</b>	<b>294</b>
Net defined benefit liability b/fwd on admission to the schemes	340	74
Actuarial (gain)/loss	56	(259)
Return on scheme assets greater/(less) than discount rate	(234)	58
<b>Remeasurement effects recognised in overall funds movement</b>	<b>162</b>	<b>(127)</b>
<b>Total amount charged to the Statement of Financial Activities</b>	<b>476</b>	<b>167</b>

### Additional disclosure items:

	Assets at 31st March 2019		Assets at 31st March 2018	
	£'000	%	£'000	%
Equities	2,768	57.5%	2,140	62.5%
Government Bonds	283	5.9%	180	5.3%
Other Bonds	369	7.7%	304	8.9%
Property	478	9.9%	298	8.7%
Cash/Liquid	240	5.0%	105	3.0%
Other	678	14.0%	398	11.6%
<b>Total</b>	<b>4,816</b>	<b>100.0%</b>	<b>3,425</b>	<b>100.0%</b>

Note that the asset allocations above do not include Lewisham or West Sussex.

### Actuarial assumptions across the schemes: Financial assumptions:

	Beginning of year	End of year
Rate of RPI inflation	3.3%	3.4%
Rate of CPI inflation	2.3%	2.4%
Rate of increase in salaries	3.0%/3.1%/3.8%	3.9%
Rate of increase in pensions	2.3%/2.4%	2.4%
Discount rate	2.6%/2.7%	2.4%

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 20 Subsidiary companies

### Sova (Company number 3645143 [England and Wales], Charity number 1073877)

Sova has been a wholly owned subsidiary of Change Grow Live since 26th November 2012. Change Grow Live is the sole corporate member of Sova, and its Trustee Board is the same as the Board of Change Grow Live. On 1 March 2019 Change Grow Live acquired for nil consideration the trade and assets of Sova which ceased to trade from that date. The assets and liabilities transferred on the date of acquisition were:

	£'000
Fixed assets	8
Current assets	389
Current liabilities	(523)
	(126)

The income and expenditure of Sova for the period to 28 February 2019 and its balance sheet for the current and previous year, are summarised below:

	11 months to February £'000	2018 £'000
Income	3,108	3,991
Expenditure	(3,101)	(3,898)
<b>Net incoming resources</b>	<b>7</b>	<b>93</b>

	31 March 2019 £'000	31 March 2018 £'000
Gross assets	653	1,392
Total liabilities	(295)	(1,041)
<b>Net assets</b>	<b>358</b>	<b>351</b>

The net assets at 31 March 2019 represent cash at bank, the final VAT liability to be settled after the year end and an intercompany balance owed to Change Grow Live. The residual cash balance will be transferred to Change Grow Live once the final VAT liability has been settled.

The results of Sova for the full year to 31st March 2019 and 31st March 2018 are consolidated in these financial statements.

### 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.

	2019 £'000	2018 £'000
Income	66,977	20,309
Expenditure	(66,977)	(20,309)
<b>Net incoming resources</b>	<b>-</b>	<b>-</b>

	2018 £'000	2017 £'000
Gross assets	23,963	14,697
Total liabilities	(23,963)	(14,697)
<b>Net assets</b>	<b>-</b>	<b>-</b>

The results of Change Grow Live Services Ltd for the year to 31st March 2019 and 2018 are consolidated in these financial statements.

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 20 Subsidiary companies (cont.)

### Social Enterprises - The Recover Team Ltd and The Secret Space Ltd

On 8 November 2018 The Recover Team Ltd was disposed of by Change Grow Live for Nil consideration to new members who now carry on the business independently. The net assets disposed of at that date amounted to £86K which is recorded within Expenditure on Charitable activities in the Consolidated Statement of Financial Activities. The results for The Recover Team Ltd are consolidated in these financial statements up to the date of disposal. The Secret Space Ltd is limited by guarantee and is entitled to exemption from audit under section 479A of the Companies Act 2006 for the year ended 31st March 2019. No member of this company has required the company to obtain an audit of the financial statements for the year ended 31st March 2019 under Section 476 of the Companies Act 2006.

The results of The Secret Space Ltd for the year to 31st March 2019 and 2018 are consolidated in these financial statements. The income and expenditure of each company and their balance sheets at 31 March are summarised below:

	Period to 8 November 2018	Year to 31st March 2019
	The Recover Team Ltd £'000	The Secret Space Ltd £'000
Income	141	228
Expenditure	(100)	(225)
<b>Net incoming resources</b>	<b>41</b>	<b>3</b>

	Year to 31st March 2018	
	The Recover Team Ltd £'000	The Secret Space Ltd £'000
Income	208	264
Expenditure	(163)	(219)
<b>Net incoming resources</b>	<b>45</b>	<b>45</b>

	2019	
	The Recover Team Ltd £'000	The Secret Space Ltd £'000
Gross assets	-	80
Total liabilities	-	(32)
<b>Net assets</b>	<b>-</b>	<b>48</b>

	2018	
	The Recover Team Ltd £'000	The Secret Space Ltd £'000
Gross assets	117	76
Total liabilities	(72)	(31)
<b>Net assets</b>	<b>45</b>	<b>45</b>

The companies claiming exemption from audit under section 479A of the Companies Act 2006 are:

	Company number (England and Wales)	Charity number (England and Wales)
The Secret Space Ltd	9161978	1167219

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## Dormant subsidiary companies

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

CRI Enterprises Group Limited - company number 8719857, limited by guarantee, Nil net assets/liabilities.

Crime Reduction Initiatives Limited - company number 9832039, limited by guarantee, Nil net assets/liabilities.

These dormant subsidiary companies are registered in England and Wales and are consolidated within these accounts. There were no transactions with Change Grow Live during the year.

## 21 Investments

On 3rd November 2014 Change Grow Live acquired a 5% interest in The Reducing Reoffending Partnership Limited at a cost of £5.

## 22 Capital commitments - Group and Charity

There are no capital commitments at the year end.

## 23 Trustee and related party transactions

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

During the year, no Trustee received any remuneration (2017-18: £nil). Six trustees (2017-18: Six trustees) received general travel expenses totalling £5,635 (2017-18: £5,401).

During the year, Change Grow Live continued its insurance policy to indemnify the charity trustees or other officers against all risks except for dishonesty, fraud or deliberate breach of trust. The insurance cost £3,080 (2017-18: £3,057).

During the year £167k was payable to Sova and £71k was receivable from Sova. At the year end £231K was outstanding due to Change Grow Live from Sova. During the year £66.8 million (2017-18: £20,309K) was receivable from Change Grow Live Services Ltd.

At the year end £17.6 million (2017-18: £10,499K) was due from Change Grow Live Services Ltd. £51K of gift aid was paid to Change Grow Live in respect of the year to 31 March 2018; £168K is accrued for a gift aid payment for the year to 31 March 2019.

# Notes to the accounts for the year ended 31<sup>st</sup> March 2019

## 24 Ten year summary

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

	Group 2018/19 £'000	Group 2017/18 £'000	Group 2016/17 £'000	Group 2015/16 £'000	Group (Restated) 2014/15 £'000	Group 2013/14 £'000	Group 2012/13 £'000	Charity 2011/12 £'000	Charity 2010/11 £'000	Charity 2009/10 £'000
Incoming resources	<b>212,573</b>	195,546	155,970	158,326	141,520	116,815	99,817	80,815	69,010	57,508
Growth %	<b>9%</b>	25%	-1%	12%	21%	17%	24%	17%	20%	35%
Resources expended	<b>(210,332)</b>	(192,976)	(152,433)	(156,310)	(139,242)	(114,723)	(97,595)	(79,030)	(67,399)	(56,116)
Net incoming resources	<b>2,241</b>	2,570	3,537	2,016	2,278	2,092	2,222	1,785	1,611	1,392
%	<b>1.1%</b>	1.3%	2.3%	1.3%	1.6%	1.8%	2.2%	2.2%	2.3%	2.4%
Expenditure on raising funds	-	-	-	-	(407)	(331)	-	-	-	-
Other recognised gains/(losses)	<b>(1,036)</b>	127	(244)	2,324	277	281	(50)	(887)	73	(151)
Net movements in funds	<b>1,205</b>	2,697	3,293	4,340	2,148	2,042	2,172	898	1,684	1,241
%	<b>0.6%</b>	1.4%	2.1%	2.7%	1.5%	1.7%	2.2%	1.1%	2.4%	2.2%
Total funds carried forward	<b>28,431</b>	27,226	24,529	21,236	16,896	16,881	14,839	12,667	11,769	10,085

### Notes

% above is in relation to 'Incoming resources'.

Expenditure on raising funds relates to the costs incurred in bidding for the Ministry of Justice 'Transforming Rehabilitation' competition.

Total funds carried forward were restated in 2014/15 due to the effects of the implementation of FRS 102.



**Our values underpin everything we do and how we work...**



# Our values



**BE OPEN**

**BE BOLD**

**BE COMPASSIONATE**



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