



change,
grow,
live



Annual Report and Accounts

For the year ended 31st March 2018



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



Discover what we've achieved in 2017-18





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

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This document has been produced by Change Grow Live (CGL).
For more information please visit: www.changegrowlive.org



Mark Moody
Chief Executive

Chief Executive's Report

I am honoured and humbled to lead the organisation of which I have been a part for a long time. My predecessor, David Biddle, made a huge contribution to the development of Change Grow Live and to professional practice in the sector. I thank him for his tremendous achievements in driving Change Grow Live forward during challenging and difficult times and for enabling me to inherit the organisation in such robust good health in terms of its values, ethics and finances.



Winning new business is not to add to the balance sheet but to enable us to help more people make life-changing achievements

There have been a number of high profile issues in the past few years where a charity's lack of financial stability or ethical standards have caused the public to rethink their relationship with the voluntary sector. We believe it is essential to be financially robust, with adequate reserves, in order to guarantee the stability and reliability of services. As such, we combine voluntary sector values with a business-like approach.

These are challenging times. Our beneficiaries face continually eroding standards of living and our staff have an increase in demand coupled with reductions in funding. This is when values and ethics become so important and why we continue to invest in values-based

leadership and service delivery to build organisational resilience and support our service users.

Our new Lifeline colleagues and services are a fantastic addition to our organisation. I am highly impressed by their fortitude, professionalism and goodwill and hope they now feel fully part of our team. Their new skills and perspectives have enabled us to broaden our service offering, including a new substance misuse service in Scotland, a smoking cessation service in Newcastle, prison services, work with parents and carers in the north east and a carers service in Nottingham.

We delivered a strong financial performance during the year and

continue to make progress with our strategic objectives. Significant new business wins strengthened our organisation financially and are a tangible demonstration of commissioners' confidence in our ability to deliver. As important, we have retained much of our existing business – a powerful indicator of our continued effectiveness. We have held some of our contracts now for more than 15 years. In such a fast-changing and competitive market place this is the best possible demonstration that our interventions work.

Change Grow Live has never been a single issue provider and our mission is to help anyone who is in difficulty to achieve the most they can in life. We are making progress in achieving our

“ We believe that every life matters and will take an increasingly high-profile and campaigning role in raising awareness of how to reduce drug-related deaths. ”

aim to diversify and secure new business in mental health, criminal justice, early years and wellbeing markets. Our new health and wellbeing services in Cardiff, Blackburn with Darwen and HMP Belmarsh performed well, broadening our service portfolio and demonstrating the effectiveness of our approach with other cohorts of service users.

Winning the early years work in Walsall, working with children from 0-19 years and their families, also represents an important diversification into children’s centre work in the local community.

We have robust plans to meet the challenges of the economy, public spending cuts, increased regulation, Brexit and the anticipated increase in demand for services. We will

simplify our management structures to facilitate strong and agile local management capable of delivering excellent local services. We will continue to invest in digital resources where they provide simplification, efficiency or greater public access, without compromising the one-to-one engagement and personal encounters that are so powerful in motivating people to change.

Our aim always is to provide the best possible services. Winning new business is not to add to the balance sheet but to enable us to help more people make life-changing achievements and to demonstrate leadership in the sector. We are committed to sharing our knowledge and our policies and procedures with others so they too

can achieve better outcomes for their service users. To this end we will continue to publish and share our research findings and make information, tools and resources available to other community organisations.

Our diversification plans allow us to grow in a sustainable way, demonstrating that charitable organisations can be trusted to deliver value for money public services imbued with the highest ethical standards. We welcome the challenge of CQC audits and increased regulation as they provide us with opportunities for self-reflection and review that lead to valuable service improvements which benefit service users.

We will also continue to publish our outcomes in our annual impact report and on our website to demonstrate our effectiveness and hold us to account. Service users must feel confident they are receiving the best possible care and new staff should feel they are joining one of the best employers in the sector where they can fulfil their vocation and develop their careers.

Finally we will continue to show leadership in the core area of reducing drug-related deaths. We believe

that every life matters and will take an increasingly high-profile and campaigning role in raising awareness of how to reduce drug-related deaths. Our campaigns to promote the use of naloxone, to eliminate hepatitis C and to make COPD screening widely-available in drug services are examples of high priority work in this sector.

Above all, we will continue to work to reduce the stigma associated with accessing drug treatment to ensure that anyone who needs our help is able to access safe, high-quality services that work.



Mark Moody,
Chief Executive

Message from our Chair

This has been another astonishing year of growth and development for Change Grow Live. The addition of our Lifeline Project colleagues increased our staff team to 3,700. We welcomed 1,000 new people and transferred over 53 new services, including our first service in Scotland.

I wish to thank our staff in the highest terms for their extraordinary achievement in integrating our Lifeline Project colleagues and services into Change Grow Live in such a very short space of time. Staff across the organisation put in many hours of hard work to ensure that the transfer was achieved on time. This was a truly impressive piece of work and a testament to their skill and dedication. Thank you to everyone who contributed to this endeavour.

I must also highlight the contribution of our volunteers and peer mentors who give so freely of their time and themselves to support our staff and service users. Together, nearly 2,000 people gave at least 400,000 hours of their time during the year. They provide wide-ranging support and inspiration to our service users and we are very proud of them all, both for what they do for us and for their personal achievements in their roles.

I am delighted to welcome Mark Moody as Chief Executive. He is a dynamic leader driven by strong values, with the charisma and authenticity to fully galvanise the determination and commitment of his team. His extensive knowledge of the organisation and his fundamentally ethical approach make him the ideal candidate to shape our future path.

I must commend our former Chief Executive David Biddle for his immense contribution to Change Grow Live, both in that role and over the past 20 years. Together with his predecessor David Royce, David Biddle built the organisation we know today. The charity's growth from a small, local organisation working with ex-offenders to the largest provider in our sector has been phenomenal and is due in no small part to the incredible endeavours of these two former leaders. They can be credited with devising a business

model, an ethical culture and a unique approach to service delivery, which have been astonishingly successful. We wish David well in his future career.

We said goodbye to Paul Fallon, who completed his term on the Board in September. We are so grateful for his many years of service and wise counsel. He has guided us through times of extraordinary change and met every challenge with calm consideration and insight.

We also said farewell to Hilary Jackson who retired in June 2018 after completing her full six year term. We would like to thank her for her enthusiasm, commitment and specialist expertise. Hilary was instrumental in guiding the work of Sova post-merger and continued to lead our criminal justice activities through her role on the criminal justice sub-committee.



The addition of our Lifeline colleagues increased our staff team to 3,700. We welcomed 1,500 new people and transferred over 53 new services, including our first service in Scotland.

Four new Board members joined us during the year; Sheena Asthana, Rachel Atkinson and Jean Daintith in July and John Harris in September. We welcome them.

During the year we reviewed the terms of reference of our board sub-committees. The sub-committee framework is a vital element of our governance process, enabling trustees to focus their specialist expertise on providing critical strategic guidance and scrutiny to the executive team at a granular level. The committees have been refreshed to ensure they can best support executives to meet the ever-growing demands in our field.

Finally, I would like to thank all our colleagues for their hard work and engagement throughout the year which has achieved so much and made such a difference for so many people. Whatever the year ahead brings I know they will continue to meet its challenges with professionalism, good humour and determination.



Mike Pringle CBE,
Chair



Trustees' Annual Report

Strategic Report

Objectives and Activities

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



Our objectives

Our objective is to deliver integrated health and social care services that improve the health and wellbeing of our service users and support and encourage them to achieve positive and life-affirming goals.

We aspire to make our services available to more and more people and aim to intervene as early as possible to reduce harm and maximise the opportunities for people to change the direction of their lives for the better.



Some highlights

- We provided treatment programmes to **2,768 young people** with substance misuse problems.
- We provided treatment programmes to **24,679 adults** with alcohol dependencies.



Activities

Health and wellbeing

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

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



Our approach combines medical, psychological and social work interventions to support people to improve their health and wellbeing

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.

Substance misuse

Our drug and alcohol treatment and recovery services support adults and young people to understand the risks their drug or alcohol use pose to their health and wellbeing, 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 offenders

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. The wide-ranging support we provide, in partnership with Sova, includes family work, mentoring, work with young people who are at risk of offending and supported housing for ex-offenders.

Domestic abuse

Our domestic abuse services provide information, advocacy and practical and emotional support to women and men living with domestic abuse and violence.

We help keep victims safe and support people to explore their options and make informed choices. Our workers are based in GP surgeries and hospitals.

Street outreach

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

Service and Organisational Development

During the year, we continued to provide a wide range of high quality health and social care services, winning new business and retaining and extending a number of our existing contracts. These included some former Lifeline contracts which were recommissioned during the year.

We demonstrated the applicability of our service model to wider cohorts of beneficiaries, with strong performances from our new health and wellbeing services in Cardiff, Blackburn with Darwen and HMP Belmarsh. We were also pleased to secure a new contract to deliver an early years' service in Walsall.

Our ongoing investment in digital service delivery supported our staff to deliver increasingly flexible and mobile services in community locations, improving their efficiency and making services more accessible.

We continued to develop strong partnerships with other community and voluntary organisations including service user-led organisations to provide additional support for service users, improve engagement with hard to reach groups and support the development of sustainable recovery communities.





Building young people's emotional resilience

The Cardiff and Vale of Glamorgan Emotional Wellbeing Service provides early interventions for children and young people aged 9-18. Interventions are designed to improve emotional and mental health, build resilience and identify risk-taking behaviours such as substance misuse and self-harm.

The service received 711 referrals in the first year with children and young people presenting with low mood, depression, self-harm, suicidal tendencies or risk-taking behaviour. The team also worked with 101 parents who were able to access support, information and advice.

The service achieved fantastic results in its first year.

- **89% of young people** said their mental health wellbeing had improved.
- **83%** felt they had **increased their integration/inclusion at school**, training or in a community activity.
- **75%** said they would know how to **stay safe in the future**.

This success is due to the expertise of a multidisciplinary team of specialists with experience in counselling, youth work, mental health, occupational therapy, substance misuse, clinical psychology and education.

A single point of contact and triage appointments ensures all referrals receive appropriate interventions targeted to their needs. A six week

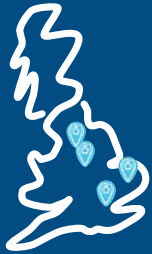
group work programme covers coping strategies, mindfulness, anxiety and anger management. One-to-one appointments are also offered with access to the clinical psychologist for those with the highest level of need.

Safeguarding, child protection and child sexual exploitation concerns take high priority with a dedicated safeguarding lead. Out-of-hours and weekend appointments ensure this innovative service is flexible and accessible to working parents and those in education.

The service was commissioned by the Cardiff and Vale University Health Board and Area Planning Board and is well-integrated into the local community, working in partnership with social services, CAMHS, primary mental health support services, schools and other family support services.

New Business Development

Core new contracts in adult substance misuse services:



Change Grow Live Rotherham

Our new drug and alcohol service for adults in Rotherham provides accessible recovery services designed to address problematic behaviour and achieve long-term positive change.

A range of interventions, including one-to-one support and structured group work, as well as clinical services, are aimed at reducing opiate and alcohol addiction and problematic substance use. The service has a dedicated

recovery and clinical hub and also offers support to access housing and mutual aid.

Partnership work with local GPs provides shared care services across the Rotherham area, enabling service users to access local clinical and PSI services. In addition, the service provides supervised consumption and management of pharmacy-based needle exchange contracts.

The service was commissioned by Rotherham Metropolitan Borough Council.

Bradford New Directions

Our new community-based substance misuse recovery service for adults in Bradford, Keighley, Airedale and Craven is provided with our local partners, Bridge Project and Project 6.

The service offers a range of holistic and comprehensive services that support people to move on with their

lives away from patterns of addiction into sustained recovery.

Services include a single point of contact for assessment and referrals, health and wellbeing interventions, brief and extended interventions, clinical services, one-to-one and group provision. We also offer in-reach hospital liaison, support for volunteers

and peer mentors and support for concerned others.

Delivery is across a range of service bases, GP practices and community bases to support engagement.

The service was commissioned by Bradford Metropolitan District Council.



Norfolk Alcohol and Drugs Behaviour Change Service for Adults

This new service provides free and confidential alcohol and drug behaviour change services to improve the health and wellbeing of adults aged over 18 years old.

The service is delivered from numerous sites across Norfolk to improve accessibility for rural communities and maximise recovery opportunities for all, including older adults who use harmful levels of alcohol and drugs.

There are four hubs across three localities and services are delivered in a variety of community locations such as libraries and community centres

to engage as widely as possible. The service also works closely with GPs, hospitals and pharmacies to promote health, wellbeing and wider behaviour change.

We are collaborating with partners including Emerging Futures and Sova to build community rehabilitation opportunities and a flourishing recovery community in isolated communities. There is also an emphasis on safeguarding and early help to improve the safety of children and vulnerable adults.

The service was commissioned by Norfolk County Council Public Health.

Barking & Dagenham Trauma Informed Substance Misuse Care

This new service delivers specialist, psychology-led substance misuse interventions to meet changing needs in the borough. The team are trained to provide a trauma-informed approach and particular interventions for service users who have experienced trauma.

Services are delivered in the community from local GP surgeries and partner

agencies to engage and reach out to a different cohort of service users.

The service user charity Build on Belief provides additional support through a peer-led weekend social activity club for service users, with the aim of developing a self-sustaining recovery community.

The service was commissioned by Barking & Dagenham Borough Council.

New Contracts – Young People’s Services

We extended the scope of our young people’s services with new business wins across the country.



Coventry Young People’s Substance Misuse Service

This early intervention service provides targeted, integrated interventions for young people 0-19 and families with substance misuse needs.

Prevention, early intervention, harm reduction and treatment services strive to enable children and young people to adopt sustainable healthier behaviours in relation to substance misuse, sexual health and poor/coercive relationships. The aim is to demonstrate a measurable

overall positive change in young people’s behaviours and attitudes between engagement and discharge.

The service will build on the successful work already delivered by Change Grow Live in adult substance misuse services in Coventry and provide an opportunity for us to test and pilot new initiatives that will meet the needs of people at all levels and ages.

The service was commissioned by Coventry City Council.

Walsall South and Central Early Help Service

This service is an exciting new move into early years and family support work with 0-19 year olds.

The service delivers targeted advice, support and interventions in the South and Central areas of the Borough of Walsall for families and children in need of additional support to reduce risks and improve outcomes.

The aim is to provide early intervention and a package of support that will prevent escalation of need and help families improve their health and wellbeing and stay together.

The service also provides both generic and specialist family support for issues including parenting skills, school readiness,

physical and mental health development, domestic abuse and substance misuse.

Change Grow Live also provides adult and young people’s substance misuse services in Walsall.

The service was commissioned by Walsall Council.



Newham Young People's Substance Misuse Service

This service provides non-judgemental and personalised support to empower young people in Newham between the ages of 11 and 18 to make better choices and pursue successful lives.

The aim is to change negative alcohol and drug behaviours and support young people affected by the hidden harm of parental substance misuse. Interventions will include group work, one-to-ones, brief advice, interventions and guidance, onward referral to support and health services and safeguarding.

The service will reach out to young people directly through satellite settings within the community, such as Youth Zones, Schools, Pupil Referral Units and the YOT building, as well as through home visits and online, text and phone support.

The service will also deliver M-PACT - an accredited programme for working with whole families in group settings to explore and repair the damage done to relationships through parental substance misuse.

The service was commissioned by Newham Council.

Lambeth and Southwark Integrated Sexual Health and Substance Misuse Service for Young People

We have partnered with Brook to create new integrated health and wellbeing services for young people in Lambeth and Southwark. These services will bring together expertise from both organisations to deliver sexual health and substance misuse services for young people.

The service was commissioned by Lambeth Council.

Contract renewals and changes

We were pleased to retain a number of our existing services, which were recommissioned, including adult substance misuse services in Barking & Dagenham, Knowsley, Northamptonshire and Southend. Street services contracts were also extended in Lambeth and Leeds.

We also managed to retain a psychosocial DARS services contract across North East prisons that was novated from Lifeline and recommissioned during the year.

We were unfortunately unsuccessful in re-tendering for some existing services, including contracts taken over from Lifeline in County Durham, Suffolk, Bolton, Redcar & Cleveland and Tower Hamlets.

Our Impact:

Over the year **we worked with over**



211,000
people across

**England, Scotland and
Wales on their journey
to recovery**

– that's more people than the current population of York.



Over
17,600



**people beat their
addiction with us last year**

– enough people to fill the Arena Birmingham.

We prescribed **opiate
substitute medication** to over

27,500
people a day



...and provide
**psychosocial
treatment to a
further 16,000.**

Fewer people
returned to services
for additional support
after leaving,

32
%



**better
than the
national
average.**

**Last
year**



of young people
leaving structured
treatment had
**overcome their
substance misuse.**



Last year, **we worked with over**
13,651 people

with a mental health condition – that's
more people than can fit on 156 double-decker buses.

Every day
we work
with over



66,000

**people on their
journey towards
recovery**

– that's enough people to fill the
2012 London Olympics stadium.



7 out of **10**
PEOPLE

said their **psychological
health and quality of
life had improved** by
the time they finished
treatment with us.

Last year our

**23 family
services**

worked with

679 
new families

and

729 
individuals.



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



Our Clinical Services

Our clinical services continue to focus on preventing deaths and reducing the harm caused by problematic substance misuse.

Our key achievements this year include developing national quality standards for reducing drug-related deaths, an ambitious new strategy to reduce deaths from hepatitis C, ground-breaking research into fentanyl use in the UK and work to extend naloxone distribution to those most at risk of overdose.

Reducing drug-related deaths

We actively and openly seek scrutiny and feedback on our services. During the year we worked with a range of partners and interested parties to seek advice and guidance on ways to improve quality and reduce deaths.

In August our Medical Director Dr Prun Bijral led on the identification work stream to inform the recent report 'Improving Clinical Responses to Drug Related Deaths', produced by Collective Voice and the NHS Substance Misuse Provider Alliance.

We are using the findings from this work stream and recommendations from Department of Health and Advisory Council on the Misuse of Drugs (ACMD) reports on reducing drug-related deaths to develop best practice guidelines to improve safety and reduce harm. These guidelines are being piloted in a number of our services prior to roll-out nationally.

We sought the views of our service users on ways to improve service quality. We also invited the Anyone's Child carers group to join our reducing mortality committee to collaborate and share their views on measures to reduce drug-related deaths.

Improving physical health and reducing harm

We know the main causes of death amongst drug users are overdose, liver disease, chronic obstructive pulmonary disease (COPD) and smoking. We continued to develop physical health assessment and treatment services alongside our substance misuse treatment services as part of our holistic approach to the treatment of addiction.

During the year we developed a specific strategy to address hepatitis C (see case study), and continued our work to extend COPD screening to more services. We took on a new stop smoking service in Newcastle, which includes specific work to support women who smoke in pregnancy. We are also continuing our work to address the physical health needs of people in prison.

A key way to reduce harm is to ensure everyone receives optimal treatment. We prescribe to over 30,000 people and are committed to ensuring that each and every one of these receives the best quality of care. During the year we began work on a national plan to ensure individuals receive the right dose of medication.

- 18,781 service users were vaccinated against hepatitis B.
- 79,114 service users diagnosed with, or at risk of contracting, hepatitis C were given clinical support and information.

Facing up to fentanyl

In 2017, Change Grow Live became the first organisation to draw national attention to the issue of fentanyl use in the UK and conduct scientific research to assess its prevalence.

Fentanyls are opioids with similar effects to heroin but much more toxic- even a small amount of a fentanyl in a heroin 'hit' can be enough to kill.

Fentanyl is a significant problem in North America. There had been reports of at least 60 deaths linked to fentanyls in England and Wales and we had direct experience of managing outbreaks of fentanyl-related overdose deaths in two areas in England. We believed fentanyl use was likely to grow in the UK and that the sector should be ready with effective strategies and resources to respond to this growing threat.

In September 2017, we collaborated with Volteface to convene a national, multi-disciplinary 'round table' to raise awareness of the issue and pool ideas. We also began to scientifically research the level of fentanyl use in our services.

During the year, we:

- Piloted testing across 16 sites using 1,000 kits to assess the incidence of fentanyl use, prior to a national roll-out.
- Conducted research with the University of Manchester to further assess the national incidence of fentanyl use.
- Developed a fentanyl strategy to share with the sector.
- Organised a series of fentanyl roadshows speaking to commissioners and local providers to discuss a coordinated response.

Our stance was supported by the release last month by PHE of guidance aimed at preparing for fentanyl.



Fentanyl report

Our fentanyl report is available here:
www.changegrowlive.org/what-we-do/evidence-impact/reports/fentanyl-report-action-plan



Reducing deaths from hepatitis C

In response to the World Health Organisation hepatitis C eradication target of 2030, we published a Hepatitis C strategy to outline how we would ‘micro-eliminate’ hepatitis C within our services. We are committed to achieving this by 2025, in line with NHS England.

Hepatitis C is a virus that infects the liver; if left untreated it can lead to life threatening conditions. As one of the largest providers of drug treatment within the UK we work with people who are hepatitis C positive or at risk of being infected due to current or previous injecting behaviour.

Our hepatitis C strategy takes a whole systems approach with collaborative and partnership working inside and outside our organisation. We have engaged specialist hepatitis workers to lead the

strategy and are training our staff and volunteers to deliver prevention and testing. We are also engaging service users and peer mentors to promote testing and treatment amongst their peers. In addition, we are sharing our strategy widely with others outside our organisation and using our position as leaders in the sector to influence opinion and practice.

Our strategy is ambitious and requires us to work in collaboration with pharmaceutical companies and specialist services. The ideal scenario would be for hepatitis C prevention, diagnosis and treatment to all be accessible within our services.

Clinics are already up and running in Newham, Richmond, Birmingham and East Lancs with other services to follow. Combining testing and treatment

with health promotion to reduce and stop intravenous drug use will gradually eliminate the infection from the towns and cities we serve, reducing the national viral load and reducing the potential for new infections.

Our next steps will be to work with our partners to reach out to people at risk who are not in treatment services, such as people on the streets and in homeless hostels, people using needle exchanges and the prison population. We also plan to introduce liver scanning, starting with our Luton service, as part of our initial health assessment process.



Hepatitis C strategy

Download our hepatitis C strategy here:
www.changegrowlive.org/what-we-do/evidence-impact/reports/hepatitis-c-strategy



Extending naloxone availability

Change Grow Live has been working hard for some time now to make naloxone distribution a standard part of substance misuse services across the sector. We are commissioned to serve the community and want naloxone to be available to those most at risk. During the year, we began work to extend naloxone to people who are not in treatment, people in hostels and on the streets.

We want this issue to be taken up nationally and are working with a range of partners to pool information and resources on how to overcome barriers to the availability of naloxone to all those in need.

From April 2017 to March 2018 our services dispensed 13,668 naloxone kits. Of these, 842 were used, each potentially saving a life.

Psychiatric postgraduate training places

We welcomed our first psychiatric postgraduate places this summer. The psychiatric trainees will come to us via a collaboration with the Royal College of Psychiatrists and the Deanery and the local mental health trust in Norfolk.

We are delighted to be able to deliver this training which demonstrates we have the structure and clinical expertise to support trainees and meet the high standards and quality required from medical placements. The trainees will enrich our organisation and the initiative will help us build the future workforce.

Criminal Justice Services

Our rehabilitation interventions and services support people to stop offending and forge successful lives in the community. We work in prisons and the community and are one of the largest providers of Criminal Justice Intervention team services.



Some highlights

- Last year we provided treatment programmes to **8,718 service users in prison** with substance misuse problems.
- **71% of offenders** who entered drug treatment with us were **no longer offending after 12 weeks**.
- **91% of offenders** who completed drug treatment **ceased offending**.

New business wins

• HMP Liverpool DARS

We began delivering a drug and alcohol recovery service (DARS) in HMP Liverpool for prisoners and their friends and family. The service includes drug treatment and methadone detox in prison and support on release to ensure people access community services and continue to receive medication and care.

• North East Prisons DARS

We successfully retained the North East Prisons DARS service novated from Lifeline and recommissioned during the year. The service supports adult prisoners and their families in all seven prisons in the north east. Support includes recovery co-ordination, structured programmes, a therapeutic community, family work, testing to support recovery, and throughcare planning for all prisoners with drug and alcohol issues.

Reducing reoffending

As part of the Reducing Reoffending Partnership (RRP) with Ingeus and St Giles we delivered our unique Foundations of Rehabilitation (FoRehab) programme in the East and West Midlands Community Rehabilitation Company areas, within both community and custody settings. Last year 1,014 people started the groups, 565 people completed the groups with 120 still active in the groups.

- 84% of clients that attended FoRehab said that the course was 'very' or 'fairly' likely to help them reduce their reoffending.
- Analysis of 114 service users who completed our FoRehab programme (delivered within Derbyshire, Leicestershire, Nottinghamshire & Rutland and the South West Midlands CRCs between Oct 2015 and Dec 2016), has shown a reoffending rate of just 16.67% (within 12 months of sentence commencement). This is significantly lower than the current adult reoffending rate of 28%.



Greenwich Prisons social care

Our integrated health and social care service for adult offenders in Greenwich prisons was highly praised during a CQC inspection during the year.

The service for offenders aged 18+ in the London Borough of Greenwich provides high quality personal care and support to patients in HMP Belmarsh, HMP ISIS and HMP Thameside.

We assist prisoners with key activities such as personal hygiene, mobility and access, cell cleaning, collecting meals and taking medication. The service aims to improve prisoners' day-to-day quality of life and help them to adopt and sustain healthier lifestyles.

A team of experienced social care staff, a lead nurse, care co-ordinator and healthcare assistant are supported by a team of care and support orderlies (who are existing prisoners), social work students and volunteers. The team help patients address their wider health and wellbeing needs and provides resettlement support to prepare both trained orderlies and patients for transfer or release.

The service is provided in partnership with Oxleas NHS Foundation Trust, the Royal Borough of Greenwich, the Prison Service and CRC and probation service.

Sova

Sova is a wholly owned subsidiary of Change Grow Live and an independent charity supported as part of the parent company structure. Sova delivers 43 separate contracts across four areas: justice; health and wellbeing; independence; and employment and skills.

Interventions ranging from case management and mentoring to group activities are delivered to children, young people and families and individuals. Staff are supported by a national network of 850 volunteers.



Highlights from Sova 2017-2018

- Sova continued to provide custody and community mentoring services to support the rehabilitation of people being managed under five Community Rehabilitation Companies (CRCs).
- Sova **trained community volunteers** called 'Independent Visitors' **to support 497 looked after children.**
- Sova **supported young people in Birmingham** to overcome their disadvantages and access education, training and employment as part of the ESF Youth Promise Plus programme.
- Sova's work in the wider Birmingham area with young people at risk of offending has **been shortlisted for the 2018 ERSA Youth Employment Awards.**
- Sova trained and supported volunteers to mentor adults with complex needs, including **life-long psychological needs and a history of offending.**



Digital Innovation

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

During the year we have been exploring how digital innovation can improve access to services, get people into treatment faster and support them to take control of their own recovery.

We are also looking at how we can use technology to help staff become more effective in a landscape of reduced budgets and increased caseloads. For example, by developing digital tools and service specific apps that will enable staff to access central systems containing case management data, HR resources and learning and development tools.

We have piloted smartphone use in a couple of services in Westminster and Wales to see how access to mobile, digital tools can improve efficiency for staff. We are also exploring the use of social and collaborative tools, such as Skype for Business, to improve management efficiency.

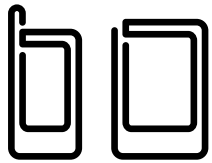
Alongside this, we are investing in training in digital skills to ensure all our staff are able to fully exploit the benefits of technology to improve service delivery.

Online service delivery is another key area of innovation which provides an efficient way to support more people. Digital services offer a high quality alternative to coming into services for people who are prevented from doing so due to lack of transport, living in a rural location or other problems with engaging directly in person.

Digital innovation over the past year includes:

Online self-referral

We are currently conducting 10 pilots of an online referral system with a view to introducing a single, centralised system to speed up referral into treatment and make best use of specialists' time.



We are currently conducting 10 pilots of an online referral system with a view to introducing a single, centralised system to speed up referral into treatment

Online referral and triage will enable people to be directed efficiently to the most appropriate intervention and support for their needs so they can start their recovery journey as fast as possible.

Service User Engagement Centre

We are piloting a Service User Engagement Centre in East Lancs and Birmingham to improve accessibility to services. The centre will use customer engagement technology to provide digital services including email, web chat, and an appointment booking service. Service users will benefit from improvements in waiting times and access to a range of online support services.

Piloting telehealth

We are also piloting telehealth as a possible and affordable option for providing interventions to people who have difficulty directly accessing services – perhaps because they live in rural communities or because they have mobility problems.

Our 12-month pilot is offering virtual clinics across four different services, including video conferencing with clinicians and virtual therapy sessions. Telehealth has huge potential benefits, including better use of specialists' time, and getting the right professional support to people at the right part of their journey.

In East Sussex, we are also piloting smart phone use to take virtual clinics into home visits for housebound service users. Using a smartphone means people can access telehealth services with a worker, even if their home does not have internet access.

Virtual therapy clinics enable specialists to conduct more sessions with people across the country with greater efficiency, giving people access to skills and expertise that might not be available at their local service.

Safer prescribing via SCR access

We have launched a pilot with NHS Digital to provide access for our workers in Birmingham. We are the first non-urgent care setting provider to get this access.

Online access to the NHS SCR will replace writing to GPs to request information about current prescribed medications, allergies and so on. This will make services more efficient, allowing us to treat service users faster, better understand their wider health needs and prescribe more safely.

The NHS has allowed us to access the SCR because of our high level information security architecture. We are confident we will be able to evidence the patient benefits of our access to the SCR during this pilot study and so be able to extend SCR access to all services in due course.



Quality Improvement

We have an overarching commitment to quality improvement across every aspect of our activity.

During the year we launched our five principles of quality which guide everything we do:

- 1 Learn
- 2 Engage
- 3 Observe
- 4 Collaborate
- 5 Improve



Service user survey 2017

We received just under **3,500** responses – more than double the number in the previous year.

Key findings:

- **91%** of respondents rated our services as good, or very good.
- **89%** of respondents said they felt they had been treated with fairness, dignity and respect.
- **88%** of respondents said they would recommend our services to family and friends.

Areas where we improved last year

- **84%** of respondents said they had been able to access a service often enough to meet their needs (**74%** in 2016).

- **76%** said their care/support plans had met their needs (**69%** in 2016).

There was also an 11% rise in service user awareness of our complaints procedures as well as how we use personal information for research purposes.

Next steps

71% provided suggestions about how to reduce missed appointments.

52% provided suggestions about further areas for improvement.

We are particularly grateful to our service users that completed the survey and to our National Service User Council for their contribution to the success of our annual survey.



Quality improvement highlights

- **350 managers undertook our refreshed leadership training**, learning how to express our values and culture in their leadership and understand learning cultures.
- We encouraged managers to use the ‘intelligence’ provided by governance and reporting as an opportunity **to improve quality standards and measure improvement.**
- We used the opportunity provided by the transfer of our Lifeline colleagues to review how we use our systems and processes **to provide safe and effective care and improve quality.**
- We continued **to embed an open culture** that learns from and responds to errors.



Reducing missed appointments

During the year we ran a national pilot programme with the University of Manchester to explore ways to reduce missed appointments. Service users who don't attend are potentially at greater risk of preventable death, whilst increased attendance leads to better outcomes and more efficient use of resources.

We tested two different approaches – automated text reminders for appointments issued through our case management system and a manual diagnostic toolkit used by staff to identify the top three causes of missed appointments at their service and develop local action plans to address these.

12,307 text reminders were sent over the course of the pilot. They were popular with service users and reduced the administrative burden of manually

texting reminders. Services using the diagnostic toolkit showed a reduction in missed appointments, helping services identify causes and reflect on solutions.

This project has given us a deeper understanding of the complex and interrelated causes of missed appointments, which require a whole systems approach to resolve. Our learning will be used to inform a ‘phase 2’ national work stream to continue our efforts in this area.



Research

This year, Change Grow Live has extended its commitment to support the development of innovative, practice-based research and the adoption of the best available evidence in the field.



21 research studies were completed and another 22 are currently in progress.



Research projects

Please visit our website for more information on our research projects.
www.changegrowlive.org

During the year we established a research development and ethics approval process that brings together experts by experience, the service user council and operational leads.

21 research studies were completed and another 22 are currently in progress. This year we worked with 27 universities ranging from local, county-wide studies to pan-European partnerships.

On the clinical side this includes evaluating the potential of new, safer forms of prescribing, best practice in terms of pharmacy support, risks of overdose related to respiratory depression and known patterns of fentanyl use.

Within the community we conduct both local and national research studies including the development of community-based resources, reducing drug-related litter and the development of peer-to-peer support.

In terms of behavioural change we are supporting studies looking at the physiological characteristics connected to positive change, positive contributors to smoking cessation and reviewing the relationship between substance misuse and learning disabilities.



People

More than 200,000 people – supported by their friends, families and communities – combined their skills, knowledge and determination to change their lives over the year.

They were supported to do this by our fantastic team of 3,700 paid staff and over 2,000 volunteers.

We believe we draw our strength from co-production, bringing together the drive and passion of our service users and connecting this to the professional expertise of our doctors, nurses, social workers, recovery coordinators, peer mentors, service user advocates and volunteers to create a fantastic sum far greater than its parts.

From our values-based recruiting to our extensive accredited training, we want to break down stigma, share the knowledge and keep learning as individuals and as an organisation.

Learning and development

This year, we have focussed on providing targeted, cost effective and inspiring blended learning. We combine classroom and online learning to create on-demand resources that are coordinated by our online learning management system 'Connect Skills'.



Every month an average of 2,883 different people use Connect Skills to support their personal and performance development.

Training courses

We continue to develop and expand our online resources to make sure learning opportunities are targeted and easily accessible. For example, during the year, we made RCN modules for healthcare assistants accessible through our training system and supplemented our leadership development programme with more bite-sized online learning, covering management skills and techniques.

We currently offer 194 different classroom courses, 230 eLearning modules and 58 training videos.

Staff wellbeing

As a behavioural change organisation helping people through challenging times, health and wellbeing is essential for all of us. Change Grow Live has its own wellbeing zone, packed full of resources for developing resilience and stimulating curiosity. At any one time there are over 2,000 active users. All staff are actively encouraged to take an hour of wellbeing where they can pursue an activity to improve their health, wellbeing or personal development.

We have developed our award-winning, internal workplace mediation service, and have been awarded Healthy Workplace status by the Mayor of London.



In response to natural organisational growth and the Lifeline transition, Connect Skills enabled us to provide induction training for over 1,500 new people.



Highlights:

- **882** classroom courses were delivered and **10,576** delegates completed classroom training. **94%** of courses were evaluated with good/excellent ratings.
- **25,623** online modules (each averaging 30 minutes) were successfully completed.
- **13,238+** videos were watched and marked as completed.



Staff Survey 2018

More people than ever took part this year with 2,751 responses (around 58% of the overall organisation).

Our staff told us they were happier and more motivated in 2018. More people said they felt we took an interest in, and action, to improve staff wellbeing and reported good communication between senior management and staff.

- **83%** of staff are enthusiastic about their job (up 2% on 2017).
- **78%** of staff are happy with the support they get from their manager and 86% with the support they get from their colleagues (up 2% and 3% on 2017).
- **87%** have a strong understanding of our mission and values (up 4% on 2017).
- **75%** of staff are proud to work for us (up 4% on 2017).

Equality, Diversity, Inclusion

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

EDI strategy

During the year we demonstrated our commitment to EDI by outlining our ambitions in a new three-year strategy, focused on developing accessible inclusive services, an inclusive culture, a diverse and representative workforce and inclusive leadership.

Black, Asian, Minority, Ethnic (BAME) community engagement

Working with our partners KIKIT, a BAME community engagement organisation in Birmingham, we are piloting an app to support Muslim service users, using a 12 steps approach and motivational quotes from the Qur'an.

Translation and accessibility tool

Our Browsealoud translation and accessibility tool was used more than 6,850 times after being uploaded to our website last year.



EDI learning and development

- We delivered our EDI workshop to some **500 staff (13.5%** of the workforce).
- The majority of our new joiners completed the EDI eLearning programme within their first three months. To date, the eLearning module has been completed by **875** staff representing **23%** of the workforce.
- As part of the refresh of the Leadership Development Programme (LDP) we have developed a dedicated module on inclusive leadership. All those participating in the LDP will be a mentor or mentee – as part of the mentoring programmes for women, BAME, disabled and Lesbian, Gay, Bisexual, Transgender/Transsexual plus (LGBT+) staff.
- We delivered an 'unconscious bias' workshop to our board of trustees to help meet the diversity requirements of the Charity Governance Code.

LGBT+ equality and inclusion

We climbed 89 index points in the Stonewall Workplace Equality Index and now rank 169 out of 434 participating organisations. We believe people perform better when they can be themselves and our ambition is to be in the top 100 in three years.

Our improved ranking is due to increased involvement in and support for UK Pride events during 2017, more effective use of social media to publicise our support for LGBT+ equality and inclusion and the establishment of our staff LGBT+ and allies staff forum.

Disability confidence

A dedicated working group is committed to achieving level 3 of the government's disability confident employers' programme within three years. We have improved awareness, information and resources about disability issues across the organisation and are reviewing recruitment policies for new employees and support for existing employees with disabilities. We are also looking at how we can use technology to improve the working environment for people with disabilities.

New equality dashboard

We produced a new equality dashboard to provide services with a demographic breakdown of their workforce and service users (compared to local census data) for the protected groups of gender, disability, ethnicity and sexual orientation.

Human Resources

This year we introduced our new HR information management system to increase efficiency, effectiveness and support mobile working. This provides managers and staff with better access to a whole range of central information resources and improved reporting capabilities and was crucial in helping us to manage the big changes that came this year.

“Change Grow Live has had a great impact on both staff and service users since coming from Lifeline Project in June 2017 and I feel positive about the organisation and my ability to move forward to enhance my career with Change Grow Live and I am looking forward to this.”

Quote from 2018 Staff Survey



Welcoming our new Lifeline colleagues

In May 2017, Change Grow Live was called upon to transfer in staff and services from the stricken provider Lifeline Project. We only had a few weeks’ notice to safeguard dozens of clinical services, protect hundreds of jobs and endeavour to deliver uninterrupted care to thousands of service users.

Protecting the future of Lifeline Project’s services amounted to the biggest single transfer in our sector and Change Grow Live was acknowledged as the only treatment provider with the organisational structures and financial stability to do this.

The organisation had a very small space of time in which to transfer Lifeline Project staff to Change Grow Live and introduce them to our culture, values, systems and processes.

This involved organising numerous sessions to consult and induct staff and inform

them about the TUPE process. We uploaded 1,000 staff records to our HR systems giving people a personnel record and access to information and resources, the staff intranet and a live training account from day one.

We are delighted to say we achieved a smooth transfer: services kept going; staff were paid on time; and service users continued to access treatment. The former Lifeline Project contracts we now run are stable and well-managed and findings from our staff survey reveal high levels of engagement from former Lifeline Project staff and service users.



379 volunteers completed qualifications with 258 going on into further employment.

Volunteers

This has been a phenomenal year for our volunteers: it is common to say that our services could not function without so many people giving their time and talents and this is of course true. What volunteers also bring is energy, diversity of thinking and very visible examples of how fantastically supportive local communities can be.

At any one point we have 1,000 volunteers with nearly 2,000 people throughout 2017/18 giving at least 400,000 hours of their time.

From the service user representatives and the visible recovery of our peer mentors, to trainees in counselling and social work, and on to people who just want to share a talent we are enriched by each and every one.

This year our services have received the NCVO 'mentoring and befriending' award and developed our Direct Claims Status with CERTA, which allows us to create and accredit new courses for young people, mediators and community trainers.

Apprenticeships

Our apprenticeship roles provide career paths that enable people to advance their careers in our organisation through accredited learning and recognised qualifications.

For example, our apprenticeships support administrators to progress to administration managers, recovery champions to progress to recovery workers and HCAs to progress to a formal nursing qualification and obtain a recognised qualification that will enable them to work in any setting.

Opportunities for social workers

We have supported social work students in our services for nearly 20 years enhancing the professional identity of the current social workforce and developing the workforce of the future.

Social work student placements

Evidence would point to Change Grow Live being the largest student social worker placement provider in the UK, providing placements to over 80 students so far this year.

Universities tell us we provide a rich and diverse learning experience, which is a crucial complement to statutory sector placements.



Assessed and Supported Year in Employment (ASYE)

Change Grow Live now provides a clear pathway for newly qualified social workers to complete their first supported year in practice, providing an in-house professional development programme underpinned by national standards and frameworks.

We offer a high quality environment with supervision, training and guidance that provides a transition from training to practice, and supports the development of professional skills, competence and confidence.



This year there are 11 members of staff on the ASYE programme.



Financial Review

Change Grow Live reports consolidated income of £195.6 million for 2017-2018 (2016-2017: £156.0 million), an increase of 25%. The acquisition of former Lifeline Project contracts with effect from 1 June 2017 accounts for the majority of the growth, together with winning new Change Grow Live services. Consolidated Net assets and Consolidated Total Funds amount to £27.2 million (March 2017: £24.5 million) including cash balances which increased to £34.7 million (2016-2017: £28.6 million). This provides a substantial financial base to support the organisation moving forward.

Sova represents £4.0 million (2016-2017: £3.7 million) within the consolidated incoming resources figure, and £0.4 million (March 2017: £0.3 million) of the Consolidated Net Assets.

Principal funding sources are explained in Note 1 to the financial statements.

Consolidated total resources expended, including direct costs and support costs, increased by 26.6% to £193.0 million (2016-2017: £152.4 million), representing 98.6% of contract income. 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 £2.6 million (2016-2017: £3.5 million) representing a 1.3% return on income (2016-2017: 2.3%). The trustees are of the opinion that in light of the level of investment in services and the costs in taking over most of the Lifeline Project contracts and staff in the year, together with the challenging prevailing market conditions, that this is an appropriate level of surplus and reserves generation.

Reserves Policy

The group has accumulated total reserves of £27.2 million (March 2017: £24.5 million) of which £26.6 million (March 2017: £24.0 million) are Unrestricted as a result of generating annual surpluses on its activities, with £0.6 million

(March 2017: £0.6 million) being Restricted funds. Within the Unrestricted funds £10.1 million (March 2017: £10.8 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 organisation'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 £16.5 million (March 2017: £13.1 million) and are defined as total unrestricted reserves (£26.6 million) less fixed assets (£10.2 million) and their related loans (£0.1 million). This level of Free reserves represents 4.5 weeks (2016-2017: 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 such a situation 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 2017: £11 million) which is determined as a minimum reserves requirement. This compares to Unrestricted reserves of £26.6 million at March 2018. 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 organisation's ongoing liabilities, as well as providing a buffer for unforeseen expenditure and capacity for costs incurred in the expansion of the business.

The trustees are therefore of the opinion that the level of reserves is acceptable and will also provide a buffer 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 bankers, Barclays Bank. These deposited funds are on instant access for working capital purposes. Change Grow Live's credit policy requires that the institution 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 relates to interest earned on these cash deposits and reflects the prevailing low interest rates during the year. The



Change Grow Live reports consolidated income of £195.6 million for 2017-2018 (2016-2017: £156.0 million)

investment returns that are available are exceeded by inflation and hence may erode some capital value. However, the trustees remain satisfied this is a prudent policy that serves the cash flow requirements of the organisation.

Going Concern

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

Plans for 2018-19

Financial Measures

Change Grow Live has set a budget for 2018-2019 with growth of c6% in income on 2017-18, which incorporates the current contract portfolio with known and anticipated funding reductions, together with a new business target.

Our aspirations for 2018-19

Service development

We intend to maintain our market share in our core service areas while increasing our presence in new markets, chiefly in health and wellbeing. Our aim is to demonstrate the benefits of our approach in these new sectors and help more people to turn their lives around.

We will continue to explore digital delivery of services where this has benefits for service users and increases our efficiency and use of resources. We will not replace the one-to-one therapeutic relationship between skilled workers and service users where this is of most value, but we will seek to deliver some forms of online support where this is in the best interests of service users and enables us to reach out to more people.

We will undertake a major management restructure to strengthen our local management teams and build leadership skills.

Clinical services

Over the coming year we will be working towards developing a national unified approach to the delivery of alcohol and opiate treatments. These will be in line with the latest national and international guidance being developed by the UN and the WHO.

We will also continue with our work to reduce deaths from overdose and work towards the elimination of hepatitis C.

Our Medical Director, Dr Prun Bijral, and a team of Change Grow Live experts will work with the UN office of Drug Control to provide information to the Nigerian Government on drug standards.

Digital innovation

We will be pushing forward with all our digital innovation projects over the coming year. In addition we will be looking at digitising our model of care and developing a digital support package for service users.

We are exploring the use of social media platforms to provide online communities for individuals starting with a forum for our peer mentors.

We are also looking at other areas that may benefit from 'closed' community groups. These include online mutual aid and a platform to support parents working with our young people services.

We will also explore how we can use apps to enhance recovery services, and support individuals more effectively. For example, we are currently working with 'Breaking free online' to develop access to different levels of brief interventions.

Quality improvement

Quality improvement will remain high on our agenda and we continue to review all aspects of our service delivery to raise standards and increase effectiveness. We will ensure service users are closely involved in identifying areas for change to keep us performing to the highest standards.

The organisation will use its wealth of data intelligently to identify risks, blocks, barriers and opportunities. We are developing our continuous improvement methodology which is underpinned by systems thinking principles. Service user and workforce ideas will be actively sought and fed into our leadership development work to ensure that those at the front end are leading on organisational developments.

Research

Our investment in research will continue and we will make our findings widely known so that others in the sector can benefit. We will publish our research findings on our website along with other resources that can help other organisations deliver improvement outcomes for their service users.

Partnership

We will develop our partnerships with smaller charities and work alongside them where this has benefits for our service users. We will also seek to demonstrate leadership in the sector, pushing for change where change is needed and calling for key issues in the sector to be recognised and addressed. Where necessary we will campaign for change and make our voice heard in areas of concern.

People

We will build on our achievements in HR and learning and development to make Change Grow Live the employer of choice for workers in our sector and in the wider health sector. We will continue to invest in resources to support staff and volunteers to develop their skills and build their resilience to the stresses of working in this field.

Over the coming year, we will use technology to deliver more learning and development resources digitally to improve our efficiency. We will utilise the wider distribution of smart phones to introduce virtual reality training to services locally, to improve the training experience and make practice safer.

We intend to introduce a fully online recruitment system over the next 12 months. This will provide a better user experience for potential recruits and generate improved data to help us monitor our recruitment targets and ensure our workforce is diverse and representative.

Our first Transgender Equality Policy will be published in 2018 setting out how we will meet the needs of transgender staff, volunteers and service users. Our aim is to exceed the requirements of the Equality Act and provide a welcoming environment in all our services.

The implementation of our EDI Strategy will also be well underway.

Gender Pay Gap

We are committed to reducing and ultimately eliminating our gender pay gap. We will do this through improving equality, diversity and inclusion within our workforce and by supporting efforts to improve women's representation in the professions that make up part of our workforce.



Gender pay gap report

Read our gender pay gap report here:

www.changegrowlive.org/content/gender-pay-gap-report-2017



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

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.

Charity's Objects

The objects of the charity are to relieve poverty in particular but not exclusively through the provision of housing, 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 in danger of becoming substance misusers; or
- have been 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 likely to become victims of domestic abuse; or
- have been or are likely to become homeless; or
- have suffered a legal restriction on their liberty in any penal or correctional establishment;
- 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;
- 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;
- 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
- the relief of unemployment for the benefit of the public in such ways as may be thought fit, including assistance to find employment
- to assist in the treatment and care of persons suffering from mental or physical illness of any description or in need of rehabilitation as a result of such illness, by the provision of facilities for work and recreation and to advance the education of the general public in all areas relating to mental and physical health; and
- to provide treatment and support to young people aged up to 24 years and their families, offering a range of services and health and psychosocial interventions: and
- to provide family and children's services to improve health, wellbeing and family functioning.

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.

Structure, Governance and Accountability

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

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

Other specific responsibilities are delegated to four sub-committees 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.

The committee also provides oversight and strategic direction to all of Sova's activities.

Brand and Business Development Committee

The Brand and Business Development committee is charged with ensuring 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 involves the Chief Executive reviewing individual performance with each member of staff and reporting to the Human Resources 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 37 was approved by

Mike Pringle, Chair
17 July 2018

Management and Governance

Trustees and Directors

Mike Pringle CBE (Chair)

Sheena Asthana
(appointed 13 July 2017)

Rachel Atkinson
(appointed 13 July 2017)

Wilf Bardsley

Nick Burstin

Jean Daintith
(appointed 13 July 2017)

Paul Fallon OBE
(retired 19 September 2017)

John Harris
(appointed 19 September 2017)

Hilary Jackson
(retired 19 June 2018)

Stuart McMinnies

Gillian Parker QPM

Andreas Raffel

Board Sub-Committees Audit and Finance Committee

Stuart McMinnies (Chair)

Phil Abram, co-opted advisor
(joined 22 May 2018)

Dermot Heffernan, co-opted advisor
(resigned 22 May 2018)

Mike Pringle

Andreas Raffel

Jean Daintith

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)

Mike Pringle

Stuart McMinnies

Gillian Parker

Criminal Justice Committee (disbanded September 2017)

Hilary Jackson (Chair)

Wilf Bardsley

Gillian Parker

Brand and Business Development Committee (Formerly Brand and Marketing Committee)

Nick Burstin (Chair)

Rachel Atkinson

John Harris

Hilary Jackson

Mike Pringle

Executive Management Team

Mark Moody
Chief Executive and
Company Secretary

David Biddle
Chief Executive and
Company Secretary (left January 2018)

Kevin Crowley
Executive Director

Mike Pattinson
Executive Director

Dr Prun Bijral
Executive Medical Director
and Responsible Officer

Calum Mercer
Finance Director (left January 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 Trustees and Members of Change Grow Live

We have audited the financial statements of Change Grow Live for the year ended 31 March 2018 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Cash Flow Statement 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).

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.

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 2018 and of the group's incoming resources and application of resources 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

- 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 42 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.

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. This description forms part of our auditor's report.

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:

Consolidated Statement of Financial Activities

(incorporating the Income and Expenditure Account) for the year ended 31st March 2018

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Group Total Funds 2018 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Group Prior Year Funds 2017 £'000
Income and endowments from:							
Donations and legacies	1	109	-	109	54	-	54
Investments	1	79	-	79	77	-	77
Charitable activities:							
Health and social care initiatives		181,607	405	182,012	147,295	237	147,532
Criminal justice		13,180	166	13,346	8,122	185	8,307
Total		194,975	571	195,546	155,548	422	155,970
Expenditure on:							
Charitable activities:							
Health and social care initiatives	3	180,523	388	180,911	144,487	293	144,780
Criminal justice		11,899	166	12,065	7,468	185	7,653
Total	3	192,422	554	192,976	151,955	478	152,433
Net income / (expenditure)							
Transfers between funds	12/13	(2)	2	-	(8)	8	-
Net incoming resources before other recognised gains/(losses)		2,551	19	2,570	3,585	(48)	3,537
Other recognised gains							
Revaluation of freehold property	6	-	-	-	90	-	90
Actuarial losses on defined benefit pension schemes	19	127	-	127	(334)	-	(334)
Net movements in funds		2,678	19	2,697	3,341	(48)	3,293
Reconciliation of funds							
Total funds brought forward		23,953	576	24,529	20,612	624	21,236
Total funds carried forward		26,631	595	27,226	23,953	576	24,529

The Charity reports Total income and endowments of £191,397K (2017: £152,044K) and Net income of £2,387K (2017: £3,481K).

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 49 to 51 and the Notes on pages 52 to 77 form part of these accounts.


Balance Sheets as at 31st March 2018

	Notes	Group		Charity	
		2018 £'000	2017 £'000	2018 £'000	2017 £'000
Fixed assets					
Intangible assets	5	548	710	548	710
Tangible assets	6	9,614	10,140	9,595	10,117
		10,162	10,850	10,143	10,827
Current assets					
Debtors	7	29,198	19,896	32,052	19,364
Cash at bank and in hand		34,651	28,608	26,033	27,926
		63,849	48,504	58,085	47,290
Creditors: amounts falling due within one year	8	(40,105)	(29,894)	(34,763)	(28,915)
Net current assets		23,744	18,610	23,322	18,375
Creditors: amounts falling due after more than one year	9	(84)	(84)	(84)	(84)
Provisions for liabilities and charges	10	(6,596)	(4,847)	(6,596)	(4,847)
Net assets		27,226	24,529	26,785	24,271
Funds					
Unrestricted	12	26,631	23,953	26,190	23,695
Restricted	13	595	576	595	576
		27,226	24,529	26,785	24,271

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 17 July 2018 and signed on its behalf by:


S McMinnies
 Trustee


Professor M Pringle
 Chair

The Accounting Policies on pages 49 to 51 and the Notes on pages 52 to 77 form part of these accounts. Company Registration Number: 03861209 (England and Wales)

Consolidated Statement of Cash Flows for the year ended 31st March 2018

	Notes	Group 2018 £'000	Group 2017 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	16	6,488	6,026
Cash flows from investing activities:			
Dividends, interest and rents from investments		79	77
Interest payable on bank loans		-	(88)
Finance charges on defined benefit pension scheme deficit payment plan		(20)	(22)
Proceeds from the sale of property		246	-
Purchase of intangible fixed assets	5	(184)	-
Purchase of tangible fixed assets	6	(566)	(767)
Net cash used by investing activities		(445)	(800)
Cash flows from financing activities :			
Repayments of borrowing		-	(1,360)
Net cash used by financing activities		-	(1,360)
Change in cash and cash equivalents in the year		6,043	3,866
Cash and cash equivalents at the beginning of the year		28,608	24,742
Cash and cash equivalents at the end of the year	17	34,651	28,608

The Accounting Policies on pages 49 to 51 and the Notes on pages 52 to 77 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 and Change Grow Live Services Ltd,

both wholly owned subsidiaries of CGL (note 20). 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 and Change Grow Live Services Ltd are included within the group financial statements on a line by line basis with intercompany transactions and balances 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 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.

Voluntary income includes donations from both charitable sources with an interest in the activities of the Group and individuals.

c) Project accounting/allocation

Income and direct costs relating to charitable activities are allocated to two charitable activity categories by classifying each project into one of the following: health and social care initiatives and criminal justice.

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 31st March 2018

1 Incoming resources

	Group 2018 £'000	Group 2017 £'000
Voluntary income		
Donations	109	54
Investment income		
Interest on UK cash deposits	79	77

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'.

2 Net income /(expenditure)

	Group 2018 £'000	Group 2017 £'000
Net incoming resources is stated after charging:		
Auditor's remuneration:		
- Audit services	68	52
- Non-audit services	18	15
Operating lease rentals:		
- Plant and machinery	521	514
- Land and buildings	5,497	4,523
Depreciation and amortisation	1,193	1,381

Audit services fees, inclusive of VAT, in the current year are paid to Crowe U.K. LLP. Non-audit services of £18K relates to VAT advice (2017: Non-audit services of £7K were paid to Crowe U.K. LLP and £8K to Kingston Smith. £13K relates to VAT advice and £2K relates to general advice).

Notes to the Accounts for the year ended 31st March 2018

3 Expenditure on Charitable activities

	Direct costs £'000	Support costs £'000	Group 2018 £'000	Direct costs £'000	Support costs £'000	Group 2017 £'000
Charitable activities:						
Health and social care initiatives	165,608	15,303	180,911	132,445	12,335	144,780
Criminal justice	10,933	1,132	12,065	6,854	799	7,653
Total	176,541	16,435	192,976	139,299	13,134	152,433

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2018 Total £'000
Support costs allocated to Charitable activities:					
Health and social care initiatives	1,671	7,386	2,270	3,976	15,303
Criminal justice	149	394	209	380	1,132
Total	1,820	7,780	2,479	4,356	16,435

	HR and Training £'000	Business Support and IT £'000	Finance and Legal Services £'000	Central Administration and Communications £'000	Group 2017 Total £'000
Support costs allocated to Charitable activities:					
Health and social care initiatives	1,535	6,362	1,744	2,694	12,335
Criminal justice	133	232	179	255	799
Total	1,668	6,594	1,923	2,949	13,134

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

Notes to the Accounts for the year ended 31st March 2018

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

	Group 2018 £'000	Group 2017 £'000
Wages and salary costs	95,419	71,323
Social security costs	9,586	6,962
Redundancy costs	1,393	1,088
Training costs	817	677
Recruitment and general payroll costs	499	626
Pension costs for defined contribution pension schemes	2,510	1,602
Pension costs for defined benefit pension schemes	2,539	2,239
Agency and third party organisations	19,949	16,431
Total	132,712	100,948

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.

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 2018 Number	Group 2017 Number
£60,000 to £69,999	13	10
£70,000 to £79,999	9	14
£80,000 to £89,999	20	13
£90,000 to £99,999	7	3
£110,000 to £119,999	3	2
£120,000 to £129,999	1	3
£130,000 to £139,999	5	2
£140,000 to £149,999	1	1
£180,000 to £189,999	-	1
£200,000 to £209,999	1	-

The key management personnel of the Group comprises the Chief Executive, Executive Director- Health and Social Care, Executive Director- Criminal Justice, Executive Director- Quality, Governance and Innovation, the Finance Director 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 £1,074,101 (2016-17: £1,021,282).

53 (2016-17: 40) of the higher paid employees were accruing pension benefits under a defined contribution scheme and 5 (2016-17: 9) under defined benefit schemes.

Contributions of £2,510,593 (2016-17: £1,604,612) 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 £1,788,450 (2016-17: £1,577,445) were paid during the year. Employers' pension contributions outstanding at the year end amounted to £351,437 (2016-17: £263,353).

Notes to the Accounts for the year ended 31st March 2018

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

	Group 2018 Number	Group 2017 Number
Employee numbers:		
Average number of employees	3,614	2,760
Average number of full time equivalents	3,258	2,527
Average number of full time equivalents split between:		
Direct project staff	3,002	2,310
Operational support staff	65	54
Central support staff	191	163
Total	3,258	2,527

5 Intangible Fixed Assets - Group and Charity

	IT Software costs £'000
Cost/valuation	
At 1st April 2017	1,686
Additions	184
At 31st March 2017	1,870
Amortisation	
At 1st April 2017	(976)
Charge for the year	(346)
At 31st March 2018	(1,322)
Net Book Value	
At 31st March 2018	548
At 31st March 2017	710

Notes to the Accounts for the year ended 31st March 2018

6 Tangible Fixed Assets - Group

	Freehold property £'000	Leasehold property £'000	IT hardware £'000	Furniture and equipment £'000	Total £'000
Cost/valuation					
At 1st April 2017	8,651	183	3,821	194	12,849
Additions	559	-	-	7	566
Disposals	(245)	-	-	-	(245)
At 31st March 2017	8,965	183	3,821	201	13,170
Depreciation					
At 1st April 2017	-	(183)	(2,356)	(170)	(2,709)
Charge for the year	(95)	-	(741)	(11)	(847)
Revaluation	-	-	-	-	-
Disposals	-	-	-	-	-
At 31st March 2018	(95)	(183)	(3,097)	(181)	(3,556)
Net Book Value					
At 31st March 2018	8,870	-	724	20	9,614
At 31st March 2017	8,651	-	1,465	24	10,140

Notes to the Accounts for the year ended 31st March 2018

6 (Cont.) Tangible Fixed Assets - Charity

	Freehold property £'000	Leasehold property £'000	IT hardware £'000	Furniture and equipment £'000	Total £'000
Cost/valuation					
At 1st April 2017	8,651	183	3,821	124	12,779
Additions	559	-	-	-	559
Disposals	(245)	-	-	-	(245)
At 31st March 2018	8,965	183	3,821	124	13,093
Depreciation					
At 1st April 2017	-	(183)	(2,355)	(124)	(2,662)
Charge for the year	(95)	-	(741)	-	(836)
Revaluation	-	-	-	-	-
Disposals	-	-	-	-	-
At 31st March 2018	(95)	(183)	(3,096)	(124)	(3,498)
Net Book Value					
At 31st March 2018	8,870	-	725	-	9,595
At 31st March 2017	8,651	-	1,466	-	10,117

The total cost and valuation of freehold property at 31 March 2018 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 2015-2016 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.

Notes to the Accounts for the year ended 31st March 2018

7 Debtors

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Income receivable	25,268	15,543	17,709	14,990
Other debtors	162	267	162	267
Intercompany	-	-	10,458	25
Prepayments	3,768	4,086	3,723	4,082
Total	29,198	19,896	32,052	19,364

Included within 'Income receivable' is an amount of £6.6 million (2017: £7.2 million) relating to amounts invoiced in respect of the 2018-2019 financial year. An equivalent amount is included within 'Deferred income' in note 8.

8 Creditors: amounts falling due within one year

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Bank and other loans	-	-	-	-
Trade creditors	2,598	2,379	2,570	2,340
Deferred income	11,351	11,704	10,524	11,284
Social security and other taxes	6,480	1,615	2,318	1,463
Accruals	17,809	13,165	17,493	12,797
Other creditors	1,867	1,031	1,858	1,031
Total	40,105	29,894	34,763	28,915

Movements in deferred income

	At 1 April 2017 £'000	Released £'000	Deferred £'000	At 31 March 2018 £'000
Group	11,704	(11,256)	10,903	11,351
Charity	11,284	(10,836)	10,076	10,524

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 31st March 2018

9 Creditors: amounts falling due after more than one year

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'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 2018, Change Grow Live had £1.7 million of BGI exposure (2017: £1.4 million) which was more than covered by 'Good UK Debtors under 90 days' which amounted to £15.5 million (2017: £11.2 million).

10 Provisions for liabilities and charges - Group and Charity

	Pension provisions £'000	Dilapidation provision £'000	Total £'000
At 1st April 2017	1,638	3,209	4,847
Amounts provided in the year	70	1,936	2,006
Utilised during the year	(102)	(155)	(257)
At 31st March 2018	1,606	4,990	6,596

Under FRS 102, and as explained within Accounting Policies, provision has been made for deficit payment plans within any defined benefit pension.

Notes to the Accounts for the year ended 31st March 2018

11 Limited liability

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

12 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	9,658	3,746	(464)	127	13,067
Revaluation reserve	3,529	(43)	-	-	3,486
Free reserves	13,187	3,703	(464)	127	16,553
Fixed assets net of related loans	10,766	(1,150)	462	-	10,078
Total unrestricted funds	23,953	2,553	(2)	127	26,631

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	9,422	3,552	(456)	127	12,645
Revaluation reserve	3,529	(43)	-	-	3,486
Free reserves	12,951	3,509	(456)	127	16,131
Fixed assets net of related loans	10,744	(1,139)	454	-	10,059
Total unrestricted funds	23,695	2,370	(2)	127	26,190

Notes to the Accounts for the year ended 31st March 2018

12 (Cont.) Unrestricted funds - Group

	Total funds brought forward at 1st April 2016 (Restated) £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	Total funds carried forward at 31st March 2017 £'000
Unrestricted funds	7,199	4,924	(2,181)	(334)	9,658
Revaluation reserve	3,480	(41)	-	90	3,529
Free reserves	10,679	4,933	(2,181)	(244)	13,187
Fixed assets net of related loans	9,933	(1,340)	2,173	-	10,766
Total unrestricted funds	20,612	3,593	(8)	(244)	23,953

Unrestricted funds - Charity

	Total funds brought forward at 1st April 2016 (Restated) £'000	Net incoming resources £'000	Gross transfers between funds £'000	Other recognised gains £'000	Total funds carried forward at 31st March 2017 £'000
Unrestricted funds	7,005	4,913	(2,162)	(334)	9,422
Revaluation reserve	3,480	(41)	-	90	3,529
Free reserves	10,485	4,872	(2,162)	(244)	12,951
Fixed assets net of related loans	9,926	(1,335)	2,153	-	10,744
Total unrestricted funds	20,411	3,537	(9)	(244)	23,695

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

Notes to the Accounts for the year ended 31st March 2018

13 Restricted funds

	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
Social care and health initiatives						
a) Lancashire County Council	14		14	(14)	-	-
b) Rehabilitation Social Action Fund	9	-	9	(9)	-	-
c) Brighton & Hove PCT	300	-	-	-	-	300
d) Brighton & Hove PCT	253	-	-	-	-	253
e) PHE Capital funding	-	148	106	42	-	42
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	-	-	-
Restricted funds - Charity	576	405	388	17	2	595
Sova Restricted funds	-	166	166	-	-	-
Restricted Funds - Group	576	571	554	17	2	595

Notes to the Accounts for the year ended 31st March 2018

a) Lancashire County Council

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

b) 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.

c) Brighton & Hove Primary Care Trust

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

d) Brighton & Hove Primary Care Trust

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

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 31st March 2018

13 (Cont.) Restricted funds

	Total funds brought forward at 1st April 2016(Restated) £'000	Incoming resources £'000	Resources expended £'000	Net incoming resources £'000	Gross transfers between funds £'000	Total funds carried forward at 31st March 2017 £'000
Social care and health initiatives						
a) Lancashire County Council	20	-	6	(6)	-	14
b) East Lancashire Postcode Lottery	-	4	4	-	-	-
c) Reaching Communities Grant- Middlesbrough	-	42	48	(6)	6	-
d) BBO Bridges BLF/Steps to Work- Walsall	-	27	28	(1)	1	-
e) Big Lottery Grant- Southend Recovery Café	-	5	5	-	-	-
f) PHE Capital Funding- Newham Manor Park refurbishment	-	75	77	(2)	2	-
g) Rehabilitation Social Action Fund	9	29	29	-	-	9
h) Ghurka Settlement Commission	25	15	40	(25)	-	-
i) Greenwich Heads Up	3	-	3	(3)	-	-
j) Homeless Transition Fund- Cambridgeshire	13	40	53	(13)	-	-
k) Brighton & Hove PCT	300	-	-	-	-	300
l) Brighton & Hove PCT	253	-	-	-	-	253
Restricted funds - Charity	623	237	293	(56)	9	576
Sova Restricted funds	1	185	185	-	(1)	-
Restricted Funds - Group	624	422	478	(56)	8	576

Notes to the Accounts for the year ended 31st March 2018

a) Lancashire County Council

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

b) East Lancashire Postcode Lottery

Incoming resources from the Postcode Community Trust represents funding for a wellbeing cafe.

c) Reaching Communities Grant - Middlesbrough

Incoming resources represents Big Lottery funding to develop and operate a community gym in Middlesbrough.

d) BBO Bridges BLF/Steps to Work - Walsall

Incoming resources represents Big Lottery Fund/European Social Fund to support participants aged 25+ in beginning or returning to education, employment or training.

e) Big Lottery Grant - Southend Recovery Café

Incoming resources represents funding from Big Lottery to cover additional refurbishment costs related to the Recovery Café run by the service users at the Southend Service.

f) PHE Capital Funding - Newham Manor Park refurbishment

The Newham RISE service acquired new premises on Romford Road. PHE provided capital funding to support the costs of refurbishing the building.

g) 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.

h) Ghurka Settlement Commission

Incoming resources from charitable activities represents funding from the Gurkha Settlement Commission to work with the Gurkha Communities in the London Boroughs of Hillingdon, Hounslow, Brent and Barnet.

i) Greenwich Heads Up

Incoming resources from the Royal Borough of Greenwich for a social enterprise.

j) Homeless Transition Fund - Cambridgeshire

Incoming resources from Homeless Link to provide specific reconnection support to the country of origin of clients.

k) Brighton & Hove Primary Care Trust

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

l) Brighton & Hove Primary Care Trust

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

Notes to the Accounts for the year ended 31st March 2018

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 2018 £'000
Unrestricted funds	10,162	23,149	(84)	(6,596)	26,631
Restricted funds	-	595	-	-	595
Total	10,162	23,744	(84)	(6,596)	27,226

	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 2017 £'000
Unrestricted funds	10,850	18,034	(84)	(4,847)	23,953
Restricted funds	-	576	-	-	576
Total	10,850	18,610	(84)	(4,847)	24,529

15 Commitments due under operating leases

	Land and buildings		Other	
	Group 2018 £'000	Group 2017 £'000	Group 2018 £'000	Group 2017 £'000
Gross obligations repayable on leases:				
expiring within one year	4,286	3,772	563	776
expiring between two and five years	2,379	3,127	307	409
expiring in more than five years	-	-	-	-
	6,665	6,899	870	1,185

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

	Group 2018 £'000	Group 2017 £'000
Net income for the year	2,570	3,537
Actuarial gains/(losses)	127	(334)
Dividends, interest and rents from investments	(79)	(77)
Interest payable on bank loans	-	88
Finance charges on defined benefit pension scheme deficit payment plan	20	22
Amortisation charges	346	385
Depreciation charges	847	996
Profit/(loss) on fixed asset disposal	(1)	3
Increase in debtors	(9,302)	(901)
Increase in creditors	10,211	594
Increase in provisions	1,749	1,713
Net cash provided by operating activities	6,488	6,026

Notes to the Accounts for the year ended 31st March 2018

17 Analysis of cash and cash equivalents - Group

	At 1st April 2017 £'000	Cash Flow £'000	At 31st March 2018 £'000
Cash at bank and in hand	28,608	6,043	34,651
Total cash and cash equivalents	28,608	6,043	34,651

Analysis of cash and cash equivalents - Charity

	At 1st April 2017 £'000	Cash Flow £'000	At 31st March 2018 £'000
Cash at bank and in hand	27,926	(1,893)	26,033
Total cash and cash equivalents	27,926	(1,893)	26,033

18 Financial instruments

	Group 2018 £'000	Group 2017 £'000	Charity 2018 £'000	Charity 2017 £'000
Carrying amount of financial assets				
Debt instruments measured at cost less impairment	60,081	44,417	54,362	43,353
Carrying amount of financial liabilities				
Measured at amortised cost	22,359	16,698	22,006	16,252

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

Notes to the Accounts for the year ended 31st March 2018

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. It is not possible for Change Grow Live to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme. The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30th December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK. Within the scheme, Change Grow Live operated a final salary benefit structure with a 1/60th accrual rate for its members (three active members in 2017). The scheme is closed to new members and as at 1 April 2017 it was closed to future accrual and the three active members were transferred into the SHPS defined contribution scheme.

The scheme is classified as a 'last-man standing arrangement'. Therefore Change Grow Live is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out with an effective date of 30th September 2014. This actuarial valuation was certified on 23rd November 2015 and showed assets of £3,123m, liabilities of £4,446m and a deficit of £1,323m. To eliminate this funding shortfall, the trustees and the participating employers have agreed that additional contributions will be paid, in combination from all employers, to the scheme as follows:

Tier 1	1st April 2016 to 30th September 2020	£40.6m per annum, increasing by 4.7% per annum
Tier 2	1st April 2016 to 30th September 2023	£28.6m per annum, increasing by 4.7% per annum
Tier 3	1st April 2016 to 30th September 2026	£32.7m per annum, increasing by 3.0% per annum
Tier 4	1st April 2016 to 30th September 2026	£31.7m per annum, increasing by 3.0% per annum

Note that the scheme's previous valuation was carried out with an effective date of 30th September 2011; this valuation was certified on 17th December 2012 and showed assets of £2,062m, liabilities of £3,097m and a deficit of £1,035m. To eliminate this funding shortfall, payments consisted of the Tier 1, 2 and 3 deficit contributions.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement, Change Grow Live recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Notes to the Accounts for the year ended 31st March 2018

19 (Cont.) Pension schemes

Reconciliation of opening and closing provisions

	Year ending 31st March 2018 £'000	Year ending 31st March 2017 £'000
Provision at start of period	808	804
Unwinding of discount factor	10	19
Deficit contribution paid	(102)	(98)
Remeasurements - amendments to the contribution schedule	(10)	83
Provision at end of period	706	808

Income and expenditure impact

	Year ending 31st March 2018 £'000	Year ending 31st March 2017 £'000
Interest expense	10	19
Remeasurements - amendments to the contribution schedule	(10)	83
	-	102

	31st March 2018	31st March 2017	31st March 2016
Rate of discount	1.72%	1.3%	2.1%

The discount rates shown above are the equivalent single discount rate which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

As a result of pension scheme legislation there is a potential debt on the employer that could be levied by the Trustee of the Scheme. The debt is due in the event of the employer ceasing to participate in the Scheme or the Scheme winding up. The debt for the Scheme as a whole is calculated by comparing the liabilities for the Scheme (calculated on a buy-out basis) with the assets of the Scheme. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the Scheme's liability attributable to employment with the leaving employer compared to the total amount of the Scheme's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Scheme liabilities, Scheme investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts

of debt can therefore be volatile over time. Change Grow Live has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Scheme, based on the financial position of the Scheme as at 30th September 2016. At this date the estimated employer debt for Change Grow Live was £7.4 million (2015: £5.8 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 (2016-17: one).

Notes to the Accounts for the year ended 31st March 2018

19 (Cont.) Pension schemes

NHS Pension Scheme for England and Wales

Change Grow Live has separate Directions Body status in 39 areas with NHS Pensions during the year to 31st March 2018.

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. The two NHS Pension Schemes are unfunded, defined benefit schemes that cover NHS employers, GP Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The schemes are not designed to be run in a way that would enable Change Grow Live to identify its share of the underlying Scheme assets and liabilities. Therefore, the Schemes are accounted for as if they were a defined contribution scheme and the cost of the Schemes is taken as being equal to the contributions payable to the Schemes for the accounting period. The total employer contributions payable in 2017-2018 were £1,639,681 (2016-2017: £1,403,809). At 31st March 2018 there were 363 (2017: 333) 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.

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

NHS Pension Scheme was completed for the year ending 31st March 2012. The Scheme Regulations allow contribution rates to be set by the Secretary of State for Health, with the consent of HM Treasury, and consideration of the advice of the Scheme Actuary and appropriate employee and employer representatives as deemed appropriate.

The next actuarial valuation is to be carried out as at 31 March 2016 and is currently being prepared. The direction assumptions are published by HM Treasury which are used to complete the valuation calculations, from which the final valuation report can be signed off by the scheme actuary. This will set the employer contribution rate payable from April 2019 and will consider the cost of the Scheme relative to the employer cost cap. There are provisions in the Public Service Pension Act 2013 to adjust member benefits or contribution rates if the cost of the Scheme changes by more than 2% of pay. Subject to this 'employer cost cap' assessment, any required revisions to member benefits or contribution rates will be determined by the Secretary of State for Health after consultation with the relevant stakeholders.

The Civil Service Pension Scheme

During the year Change Grow Live was admitted into the Civil Service Pension Scheme following the transfer in of two members of staff on 1 June 2017.

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.

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.

Notes to the Accounts for the year ended 31st March 2018

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 2018, is based on valuation data as 31 March 2016, updated to 31 March 2018 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 2012.

The quadrennial valuation of the Scheme as at 31 March 2016 is under way and is expected to be published in early 2018. This will set the employer contributions rates payable and will consider the cost of the Scheme relative to the employer cost cap. These Changes arising from the valuation are expected to be implemented in April 2019. Subject to this ‘employer cost cap’ assessment, any required revisions to member benefits or contribution rates will be determined by the Secretary of State for the Cabinet Office after consultation with the relevant stakeholders.

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.

Prudential Platinum Pension Scheme

This scheme was opened with Prudential Platinum in 2014-2015 in respect of an employee transferring to Change Grow Live in a contract in North Lancashire. The employee was a member of the Principal Civil Service Pension Scheme, which is a defined benefit scheme, and the Prudential Platinum Scheme provided comparable benefits to that scheme and is approved accordingly by the Government Actuary’s Department. The contribution rates are structured such that there should be no cessation liability arising to Change Grow Live on the termination of the scheme and on that basis the scheme has been treated as a defined contribution scheme and the accounting charge is taken as being equal to the contributions paid in the period. The sole member left in July 2015 and the scheme was formally closed down during the year.

Notes to the Accounts for the year ended 31st March 2018

19 (Cont.) Pension schemes

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 Greater Manchester Pension Fund, the West Midlands Pension Fund, the Hertfordshire Pension Fund, the Northamptonshire Pension Fund, the Wiltshire 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.

With the exception of 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 the admitted body status agreement

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 five members in these schemes as at 31st March 2018 (2017- five members). The total contributions paid by Change Grow Live into these schemes during the year was £24,297 (2017: £42,428).

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 2018

	2018 £'000	2017 £'000
Market value of assets	3,425	3,101
Liabilities	(4,325)	(3,931)
Deficit	(900)	(830)

Split between the schemes:

	£'000	£'000
The London Borough of Newham Pension Fund	(133)	(124)
The Nottinghamshire County Council Pension Scheme	(530)	(570)
The West Midlands Pension Fund	(85)	(66)
The London Borough of Lewisham Pension Fund	(63)	(54)
The West Sussex Pension Fund	(20)	(16)
Merseyside Pension Fund	(69)	-
	(900)	(830)

Changes in the present value of the defined benefit obligation are as follows:

	£'000	£'000
Opening defined benefit obligation	(3,931)	(2,520)
Defined benefit obligation on admission to the scheme	(287)	(316)
Interest cost	(120)	(111)
Actuarial gain/(loss)	251	(801)
Benefits paid	77	21
Participant contributions	(47)	(42)
Current service cost	(268)	(162)
Defined benefit obligation at the year end	(4,325)	(3,931)

Notes to the Accounts for the year ended 31st March 2018

19 (Cont.) Pension schemes

Changes in the fair value of the scheme assets are as follows:	2018 £'000	2017 £'000
Opening fair value of scheme assets	3,101	2,106
Fair value of scheme assets on admission to the scheme	213	257
Interest income on plan assets	94	93
Return on scheme assets greater/(less) than discount rate	(58)	438
Actuarial gain/(loss)	8	88
Employer and participant contributions	144	140
Benefits paid	(77)	(21)
Fair value of scheme assets at the year end	3,425	3,101

The amounts included within the Statement of Financial Activities are as follows:	£'000	£'000
Net interest on net defined benefit liability	26	18
Current service cost	268	162
Total amount charged within net income/(expenditure)	294	180
Net defined benefit liability b/fwd on admission to the schemes	74	59
Actuarial (gain)/loss	(259)	713
Return on scheme assets greater/(less) than discount rate	58	(438)
Remeasurement effects recognised in overall funds movement	(127)	334
Total amount charged to the Statement of Financial Activities	167	514

Additional disclosure items:	Assets at 31st March 2018		Assets at 31st March 2017	
	£'000	%	£'000	%
Equities	2,140	62.5%	1,818	65.7%
Government Bonds	180	5.3%	192	6.9%
Other Bonds	304	8.9%	130	4.7%
Property	298	8.7%	232	8.4%
Cash/Liquid	105	3.0%	103	3.7%
Other	398	11.6%	293	10.6%
Total	3,425	100.0%	2,768	100.0%

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	3.6%	3.3%
Rate of CPI inflation	2.7%	2.3%
Rate of increase in salaries	3.1%/4.2%	3.0%/3.1%/3.8%
Rate of increase in pensions	2.4%/2.7%	2.3%/2.4%
Discount rate	2.5%/2.7%/2.8%	2.6%/2.7%

Notes to the Accounts for the year ended 31st March 2018

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.

The income and expenditure of Sova and its balance sheet for the current and previous year, are summarised below:

	2018 £'000	2017 £'000
Income	3,991	3,740
Expenditure	(3,898)	(3,684)
Net incoming resources	93	56

	2018 £'000	2017 £'000
Gross assets	1,392	1,194
Total liabilities	(1,041)	(936)
Net assets	351	258

The results of Sova for the full year to 31st March 2018 and 31st March 2017 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.

	2018 £'000	2017 £'000
Income	20,309	-
Expenditure	(20,309)	-
Net incoming resources	-	-

	2018 £'000	2017 £'000
Gross assets	14,697	-
Total liabilities	(14,697)	-
Net assets	-	-

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

Notes to the Accounts for the year ended 31st March 2018

20 (Cont.) Subsidiary companies

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

Both companies are limited by guarantee and are entitled to exemption from audit under section 479A of the Companies Act 2006 for the year ended 31st March 2018. No member of these companies has required the company to obtain an audit of their financial statements for the year ended 31st March 2018 under Section 476 of the Companies Act 2006. The results for these two companies are consolidated in these financial statements. The income and expenditure of each company for the year to 31st March 2018 and 31st March 2017, and their balance sheets at the year end, are summarised below:

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

	Year to 31st March 2017	
	The Recover Team Ltd £'000	The Secret Space Ltd £'000
Income	169	234
Expenditure	(169)	(234)
Net incoming resources	-	-

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

	2017	
	The Recover Team Ltd £'000	The Secret Space Ltd £'000
Gross assets	28	14
Total liabilities	(28)	(14)
Net assets	-	-

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 Recover Team Ltd	8722235	1167218
The Secret Space Ltd	9161978	1167219

Notes to the Accounts for the year ended 31st March 2018

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

During the year, no Trustee received any remuneration (2016-17: £nil). Six trustees (2016-17: three trustees) received general travel expenses totalling £5,401 (2016-17: £3,926 and two trustees received gift vouchers costing £306 in total on their retirement).

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 £3,057 (2016-17: £2,979).

During the year £63k was payable to Sova and £110k was receivable from Sova. At the year end £Nil was outstanding.

During the year £20,309K was receivable from Change Grow Live Services Ltd. At the year end £10,499K was due from Change Grow Live Services Ltd.

The Executive Medical Director is not an employee for inclusion within the remuneration bands disclosed above. Remuneration and expenses for this role for part of 2017-18 was incurred via a personal service company Bijral Consultancy Limited (£64,253 (2017: £200,297)).

Notes to the Accounts for the year ended 31st March 2018

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 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	Charity 2008/09 £'000
Incoming resources	195,546	155,970	158,326	141,520	116,815	99,817	80,815	69,010	57,508	42,588
Growth %	24%	-1%	12%	21%	17%	24%	17%	20%	35%	30%
Resources expended	(192,976)	(152,433)	(156,310)	(139,242)	(114,723)	(97,595)	(79,030)	(67,399)	(56,116)	(40,854)
Net incoming resources	2,570	3,537	2,016	2,278	2,092	2,222	1,785	1,611	1,392	1,734
%	1.3%	2.3%	1.3%	1.6%	1.8%	2.2%	2.2%	2.3%	2.4%	4.1%
Expenditure on raising funds	-	-	-	(407)	(331)	-	-	-	-	-
Other recognised gains/(losses)	127	(244)	2,324	277	281	(50)	(887)	73	(151)	-
Net movements in funds	2,697	3,293	4,340	2,148	2,042	2,172	898	1,684	1,241	1,734
%	1.4%	2.1%	2.7%	1.5%	1.7%	2.2%	1.1%	2.4%	2.2%	4.1%
Total funds carried forward	27,226	24,529	21,236	16,896	16,881	14,839	12,667	11,769	10,085	8,844

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.



**We've achieved this by
working to our values...**



Our Values

Focus



is on the service user as the way to achieve positive change for the individual and the community at large.

Empowerment



allows service users and employees to reach their full potential and achieve their ambitions.

Social Justice



is a shared commitment as individuals and as an organisation.

Respect



for each person we engage, without reservation or judgement.

Passion



is driven by innovation and determination to bring about the safest, healthiest outcomes for individuals and communities.

Vocation



means our work is more than just a job.



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Company Registration Number 3861209 (England and Wales).



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

