

CHANGING FACES

**A Registered Charity
A Company Limited by Guarantee**

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31st MARCH 2019

Haysmacintyre LLP
Chartered Accountants
Registered Auditors
London

Registered Charity number: 1011222
Company Registration Number: 02710440
Charity registered in Scotland: SC039725

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Report of the Chair

I am pleased to report significant progress for Changing Faces during the year to March 31st 2019, which was the first year of our new strategic plan. During our previous financial year, we faced a number of strategic, financial and leadership challenges. We entered this transitional year under review, believing that we had developed a realistic yet ambitious strategy and laid the necessary foundations and capability to achieve our future goals.

Therefore, it is particularly pleasing to report that, with one or two minor exceptions, we achieved our strategic goals this year. We are very proud of the direct difference we are making to people affected by visible difference through our services, supporting them to build confidence and lead the lives they choose. The transformation of our services that has begun this year is ambitious and will serve both to increase our reach, and to demonstrate the impact and efficacy of our interventions more clearly. Our campaigning activities are driving real change, so that attitudes, behaviours or systems no longer limit people's potential. However, we are acutely aware of the ever-increasing demand for our services and the pressing need to reach more people who could benefit from our support.

We had a very full agenda in the last year, and an even fuller one going forward. It has been very important that this year's goals have been achieved, whilst also stabilising the financial position of the charity. We have increased income 25% this year on an underlying operating basis and we delivered results within budget. We have a healthy balance sheet and a good reserves position.

As a Board of Trustees we believe that Changing Faces is able to achieve this because we are greater than the sum of our parts. The combined effort of our loyal friends, volunteers, champions and supporters is absolutely essential for us to achieve our goals. On behalf of the Board of Trustees, I would like to thank each and every one of the people who selflessly and generously gave their time, money and voices this year.

Our relationships with other charities and organisations who share our purpose are also more important than ever: we know we can achieve so much more through collaboration and by raising our voices together. Vital networks such as the Appearance Collective and Face Equality International enable us to amplify our voice, and our work with other academic and research partners is essential to ensuring the validity, efficacy and independence of our agenda. These networks also serve to remind us that we hold a unique position in the sector as the leading provider of psychosocial support to those with a visible difference.

The powerful findings of our new report – My Visible Difference – are an urgent reminder of the persistent challenges and inequalities faced by people with visible differences. The demand for our services significantly exceeds our current reach. Stigma, discrimination and prejudice persists. As we look ahead, we are determined to grow and extend our impact so that we can support many more of the people who urgently need us.

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In closing, I would like to thank my colleagues who serve voluntarily as Trustees of Changing Faces. They all know that transitioning the charity has been challenging. Their support and counsel has been essential to helping the charity achieve its goals. A number of long-serving Trustees have stepped down during the year after many years of service. Others also plan to step down during the current financial year. I would like to thank all those departing Trustees for their consistent and valued help and support. We are also soon to welcome eight new Trustees onto our Board, with a diverse range of skills and experience that we believe will help the Board plot our course going forward.

Finally, I would like to thank the leadership and staff team at Changing Faces, past and present, for their tenacity, imagination, creativity and hard work in ensuring that the charity continues its essential works. I know there have been moments of extreme pressure that at times has led to doubts about our ability to succeed. Whilst there is still a long way to go, I know that we have the ambition, leadership and talent to achieve our long-term goals.

David Clayton

Chair of the Board of Trustees

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Objectives and Activities

Changing Faces is the UK's leading charity for people in the UK with a visible difference: a mark, scar or condition that makes them look different. We provide advice, support and psychosocial services to children, young people and adults. We challenge discrimination and we campaign for Face Equality: a world that truly values and respects people who look different.

Why our work is needed

We know that looking different in a world where there is such pressure to look a certain way presents huge challenges. People with visible differences are vulnerable to isolation, loneliness, social anxiety and low self-esteem. They face staring, harassment, bullying and hate crime. They experience lowered expectations in school, problems getting work and stereotyping in the media. They are severely under-represented in public life and decision-making.

Among adults:

- One in three people say that they feel depressed, sad or anxious as a result of having a visible difference
- 60% of people have experienced hostile behaviour from strangers
- Almost a quarter say they feel self-conscious or embarrassed going out in public as a result of their visible difference
- A third say that their employers have not been effective in preventing discrimination against them in the workplace

“I was working in a shop when a woman I was serving said ‘I thought you had to be pretty to work in here’. I was comfortable with my psoriasis but her comment broke me. I became very insecure, constantly felt like everyone was looking at me, and all this resulted in my depression and anxiety getting much worse.”

Changing Faces Champion

Among children and young people:

- Less than a third of children say they would be friends with a child with a visible difference
- Almost half of young people who have a visible difference are bullied at school
- Half of young people say they have witnessed negative behaviour towards a person with a visible difference – like staring, pointing or saying something nasty to them, or taking a photo of them.

At Changing Faces, we believe this is wrong. We want everyone with a visible difference to have the confidence and support to lead the lives they want and realise their potential

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How does Changing Faces help?

People with visible differences have told us about the transformational impact our work can have. Our wellbeing and skin camouflage services build confidence and resilience – giving people with visible differences tools to manage their feelings, cope in different social settings, handle other people's reactions or deal with transitions such as starting school. Our campaigns, education and learning programmes drive change so that the ambitions of people with visible difference aren't limited by attitudes, behaviours or systems and they can lead the lives they choose.

Our strategy is about building a future where everyone with a visible difference has the confidence, support and opportunity to lead the lives they want. It will see us stand alongside people with visible differences to challenge discrimination, remove barriers to success and campaign for Face Equality: a world that truly values and respects people who look different.

Our ambition is to build and grow our charity so that we can have the greatest possible impact – always keeping the voices of people affected by visible difference at the heart of our approach. We know there are thousands more people who need our help, so we won't stop until everyone with a visible difference has the confidence, support and opportunity to live the lives they want.

Our new strategy has seen us deliver our charitable purpose through four strategic themes:

The leading provider of service innovation for those with a visible difference

We will innovate, evaluate impact and demonstrate excellence in our services – based on an in-depth understanding of our service users' needs. We will increase the reach of services through effective use of digital. And we will use our evidence and expertise to inspire and influence best practice in psychosocial support for those with a visible difference.

Championing the voice of those with a visible difference

We are determined to empower people affected by visible difference to tell their stories and be heard. We will raise awareness of the reality of living with visible difference, change attitudes and challenge prejudice. We will be an expert on the issues affecting people with visible differences and use our evidence to secure positive social change.

Achieving long term financial sustainability

We will manage our finances responsibly and ensure there is greater predictability and sustained growth in our funding whilst minimizing risk by developing a more balanced portfolio of funding sources.

A highly efficient and effective organization

We will build a values-focused culture of learning, accountability and high-performance. We will have a transparent and effective governance structure, and build a working environment that encourages learning and innovation. We will prioritize and evaluate what is critical to our success and report regularly and transparently our performance. We will build our digital vision, skills, culture and capability.

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The leading provider of service innovation for those with a visible difference

New Service Strategies

Following an extensive review of our services, we developed and launched comprehensive new strategies for our Skin Camouflage and Wellbeing to strengthen quality, financial stability, operational effectiveness and accessibility. The new strategies – to maximise impact and reach – place a strong emphasis on: robust evidence and close consultation with people with visible differences to understand current and future needs; efficient and scalable operating models; introducing a develop-pilot-test-evaluate approach; strong governance and compliance; and effective use of digital.

Introduction of the iThrive model

Our new services strategies have seen us introduce the iThrive model, based on the Anna Freud and Tavistock and Portman model for mental health support. The new model offers a structured range of support interventions for clients – from coping, getting help, getting more help and getting risk support.

Wellbeing support

Over the past year, we have been proud to support 941 people of all ages, and their families, affected by visible differences with support, information and advice via our Changing Faces Practitioners. 92% reporting improvement against their self-identified goals on the Client Outcomes Evaluation Scale

We also introduced a new Support and Information Line (in addition to sign-posting and information provision) with 89%¹ of clients rating the service 5/5 for meeting their needs.

“ I was in a very dark place, feeling alone, scared and overwhelmed by the effects of the palsy when I first phoned Changing Faces. That first contact was a turning point for me – I felt like someone actually cared and wanted to help.”

We relaunched our online support forum via Health Unlocked, to provide peer-to-peer support for people over 16 with visible differences, and will run a one year pilot to understand its effectiveness.

‘Discovering this site has been very helpful to recognize that I’m not alone and that my situation is “normal” for those living with disfigurements. I hope we can teach one another more about ourselves and help one another heal.’ Quote from forum participant.

We have also updated our online self-help factsheets for children, adults and parents. The new content address four key themes: i) confidence, self-esteem and self-image; ii) coping with others and their reactions; iii) mental health; iv) social and life situations. These will be launched formally during 2019.

We continued to provide one-to-one and group support, information and signposting to children and young people across Yorkshire and the Humber. We have built strong links with Sheffield Children’s Hospital, Charles Clifford Dental Hospital, local schools, Sheffield and Sheffield Hallam Universities and local condition specific and other related charities, such as CLAPA and Alopecia UK. The project enables us to continue to develop and refine our knowledge, evidence and model of support for children and young people.

Skin Camouflage Service

2195 clients in England and Scotland were supported by our skin camouflage service, which offers a private consultation with a trained practitioner to provide advice on skin camouflage cover-creams which can be used to alter the appearance of whatever condition, mark or scar is causing them concern. 92%² of clients said the Skin Camouflage Service helped them manage their appearance

¹ Based on 163 respondents to post service needs rating

² Based on 179 respondents to post appointment survey

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related concerns. We continued to build operational effectiveness by monitoring clinic utilisation and waiting times. Our redesigned training also achieved RCN accreditation.

Skin Camouflage Transformation

Our new services strategies proposed that Changing Faces transform its Skin Camouflage Service to a new regional hub model, with “Super – hubs” based in carefully selected locations in England and Scotland. There will be fewer clinics, but the remaining clinics will run more regularly and be better utilised – with a greater emphasis on quality, client satisfaction, reducing risk, accelerated and improved volunteer training and developed marketing to increase the visibility and reach of the service. In October we launched our South West Pilot successfully transitioning from 11 locations to 2, with hubs in Bristol and Exeter. We have also developed and implemented a new training programme with renewed emphasis on Safeguarding and client care. On the basis of the pilot, Trustees have agreed to extend the pilot to the rest of England and Scotland, with super-hubs planned for the Midlands and the North of England this year.

Skin Cam end-to-end digital solution

We began the development of our first major digital innovation: an end-to-end digital solution for our Skin Camouflage service, to underpin a secure, automated and efficient client journey from website booking through to clinic appointment. The new solution means that clients in the South West can now choose appointment slots online, receive text reminders, and provide immediate text feedback. Client records will be digitally transferred. The greater control and transparency on the operational process will ensure a better user journey. This new digital innovation will continue to be tested in early 2019, before being rolled out to the new hubs.

Education and Learning

Our Face Equality in Schools Project, in partnership with UCL and funded by the VTCT Foundation, saw us develop new tools and resources for schools, co-created with young people, to build more inclusive environments for children with a visible differences. Resources for years 5/6 and 7/8 are now complete and UCL have had approval from their Ethics Committee to undertake their evaluation with schools. The second stage will be to improve Teacher Training in relation to visible difference.

We have successfully appointed a new Head of Education and Learning in 2019, who will be refreshing the learning strategies for workplace, schools and healthcare in the forthcoming year and lead the Face Equality in Schools Project.

We have continued to provide bespoke workshops for a variety of organisations including implicit bias training for recruiters (Prospectus) teacher training workshops (University of Reading) and Health Education (University of Hertfordshire).

Research

Our links with academic and other research partners continue to be fundamental to the validity, efficacy and independence of our agenda. The current relationships that have been active this year

- Centre for Appearance Research, members of both the CAR steering group and Faceit@home steering group
- Education Psychology Group, UCL as a part of the Face Equality in Education Programme
- University of Sheffield, support for the Children in Need programme in Sheffield
- University of Hertfordshire – continued development of the Mind and Skin Module
- University of Bath – support for their impact statement on the cultural significance of disfigurement.

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Policy and Consultations

We continue to monitor opportunities for Changing Faces to influence the policy and legislative framework for the lives and rights of people with visible difference. We are currently members on the APPGs for Skin, Cancer, Bullying, Disability and Body Image.

This year we have contributed to:

- Department of Education consultation on PSHE
- NHS England Paediatric Burns Specification

Championing the voice of people with a visible difference

Hate Crime Campaign

We delivered a Home Office funded awareness campaign to empower people with visible differences to recognise and report hate crime. Understanding of hate crime and their rights had improved by 26.7% after the campaign – which secured 30 media hits and 182,000 views of the campaign film. We created a resource for the police to help them identify disfigurement hate crime and support those who have been affected throughout the reporting process. The Home Office and DCMS also hosted an extremely successful event with social media companies including Google, Youtube and Facebook. Twitter agreed to make us a “whitelisted user” – so that if we are alerted to abuse by our supporters, we can report this for them and this report will be immediately escalated for response by the Twitter reporting team.

Face Equality Day

On Wednesday 23rd May 2018 we celebrated our second Face Equality Day – focussed on and led by Children and Young People. We launched brand new research from Childwise into young people’s attitudes towards and experiences of visible difference. The report secured excellent media interest (exceeding our target of 20 media hits including on BBC Breakfast, Newsround, Victoria Derbyshire, ITV’s This Morning, Good Morning Britain and Sky News, TES and Huffington Post). It was wonderful to see our Young Champions tell their stories across the national media and at an evening reception in Parliament attended by over 80 guests - growing in confidence, supporting each other and encouraging people to see things differently.

Portrait Positive

Our Portrait Positive project challenges perceptions of beauty through a series of striking images of 16 different women with visible facial and bodily differences, shot by world-renowned photographer Rankin. We were delighted to take our campaign to the catwalk with Changing Faces champions modelling at London Fashion Week and attending a special launch event at the Wellcome Collection. The campaign secured 30 national media hits – reaching over 24 million people including 500,000 across our social media channels. ITV hosted an exhibition of the Portrait Positive photography at their buildings in London and Manchester to celebrate International Women’s Day.

I Am Not Your Villain

Disfigurement has often been used as a shorthand on-screen for villainy, vulnerability or someone who is an outcast. Our ‘I am Not Your Villain’ campaign empowered people with a visible difference to specifically challenge the film industry’s representation of visible difference. In support of our campaign, the UK’s leading film industry body, the British Film Institute, has committed to no longer funding films with negative depictions of visible difference. We achieved over twenty national media pieces and Margot James, Minister for Digital and the Creative Industries, called I Am Not Your Villain ‘a hugely important campaign’.

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Pledge to be Seen

Beauty giant Avon are the first brand to sign our #PledgeToBeSeen to represent more people with disfigurement in their campaigns. Catrin Pugh, a champion for Changing Faces and a burns survivor, has already becoming one of the faces of their 'Perfect Nudes' lipstick campaign in March 2019.

Campaigners Programme

We have successfully recruited nine people with a visible difference to our Campaigners Programme – a central pillar in our commitment to championing the voices of people with visible differences. Our Campaigners will help to lead the direction of our national campaigns, research and other activities and act as public-facing ambassadors for our charity in the media and at events.

Advocacy and influencing

We were delighted to speak at the British Film Institute's (BFI) 'Busting the Bias' event during the London Film Festival, alongside Government Disability Champion Andrew Miller and other sector leaders in the field of diversity and inclusion in popular culture. Following our successful training session with the Advertising Standards Authority in the summer, we have secured a commitment from ASA to develop advice for advertisers on representation – developed by Changing Faces and supported by ASA. Other influencing work around representation has included a teach-in at OFCOM, speaking at Westminster University, and talks at Sony for National Inclusion Week and the Foreign Office during Face Equality Week. For Anti Bullying Week, we teamed up with cinema chain Picturehouse Cinemas to see our Champions speak to school children at special screenings of the film Wonder, in cinemas across London.

Our Year in Numbers

Our 2018/19 Target	Our 2018/19 Result
To provide effective, evidence based transformed wellbeing services direct to 900 people with visible difference	941 people were provided with support, Information and advice, and 1:1 counselling support
To deliver between 1800 and 2000 Skin Camouflage appointments in England	1940 appointments delivered
85% of Changing Face's Practitioner clients improved against self-defined outcomes	92% of clients improved against self- defined outcomes ³
To develop 3 key campaigns demonstrating need for change with clear engagement opportunities	Delivered 6 key Campaigns: Face Equality Day; Hate Crime; I'm Not Your Villain; Portrait Positive; Telegraph Christmas Appeal; and #PledgeToBeSeen
To secure 100 positive, on-message, national and press and media coverage is generated including 25 substantial national hits	193 national and regional press and media secured
To establish a champions programme and appoint 15 champions nationwide	New campaigners programme launched and nine campaigners recruited. Twelve members appointed to our Youth Advisory Group in Scotland. 24 in total.
Increase aggregate social media followers by 20% across our channels (Includes Facebook, Instagram, LinkedIn, Twitter and YouTube)	Total growth of 27% across our channels
Generate and share 15 new stories from people visible differences	34 stories shared.

³ Based on 145 respondents who gave pre and post ratings

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Achieving long term financial sustainability

Delivering against budget

In 2018/19 we set a budget which was designed to balance the need for investment in Changing Faces' future with the need for financial prudence. We implemented a strategic review, increased income, overhauled operational and staffing structures and invested in our digital capability while maintaining free reserves at six months of operating costs.

We have successfully delivered against budget in 2018/19:

	Budget	Result	Difference
	£	£	%
Income	1,413,826	1,451,567	+3%
Costs	(1,430,853)	(1,478,900)	-3%
Transition costs	(328,183)	(276,629)	+16%
Deficit	(345,210)	(303,962)	+12%

Delivering sustained income growth year on year

In 2018/19, we reported income from ongoing activities that was 25% higher than in 2017/18. This growth followed the development of our fundraising plan, which was closely tied into our strategic plan.

Income breakdown	2018/19	2017/18	Difference
	£	£	%
Legacies	63,898	20,000	+219%
Income from trusts and grants	776,593	638,479	+22%
Other donations	373,448	259,848	+44%
Fundraising income	28,874	39,877	-38%
Charitable activities, including skin camouflage services	199,177	200,422	-1%
Trading and investment	9,577	3,651	+162%
Total operating income	1,451,567	1,162,276	+25%

Diversifying income sources

We are committed to developing and securing sustainable income to help us realise our ambitions. In 2018/19 we sought to diversify our income streams and also balance the risk inherent to each income stream, and as such we undertake fundraising activities via individual fundraising, community and challenge events, trusts and major gifts and corporate partnerships.

Our fundraising plan is making good progress in terms of securing positive growth across all of these income streams. A key aspect of this work has been to understand who is most likely to join our fight for Face Equality, and what do they need to have positive, impactful and long-term relationships with us.

Telegraph Appeal

Our hugely successful Telegraph Appeal raised over £140,000, secured over 20 pieces of high quality coverage and empowered 25 of our champions to tell their stories. The appeal has been a unique opportunity to raise awareness and change attitudes.

The Appeal helped to us reach over 2 million people in the UK on social media alone.

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“I have truly been blown away by the feedback from the Telegraph article. I have literally had people from all over the world contact me via, Facebook, email and face to face saying how much they had been helped by my story or how much they had learned from it.”
Changing Faces Champion

A highly efficient and effective organization

Staffing Restructure

In the first quarter, Changing Faces undertook a strategic staffing restructure, to ensure the charity has the right structure, resources and skills to deliver its new strategic plan. We thank the staff team for the professionalism and resilience they showed during this period and would like to thank those who left the charity during the restructure for their valued contribution. As part of the process, all staff now have new and consistent job descriptions to reflect their responsibilities within the new structure. We also conducted and implemented a full salary benchmarking process to ensure staff are being paid consistently and fairly.

Governance Review

Changing Faces completed a review of the Charity’s safeguarding, governance and management arrangements and performance, in line with the Charity Commission’s December 2017 guidance.

During the year, our Trustees also undertook a full skills audit, to ensure they Board has the strongest possible skillset for the future. Bases on the audit findings, Changing Faces ran a robust and open recruitment process, with an emphasis on securing clinical and fundraising skills and a new Treasurer. We were delighted by the strength and breadth of the applications and are very pleased to be welcoming eight new Trustees in July 2019

New KPI Framework

This year we introduce a new cross charity KPI framework – as an important first step in helping us to understand, evaluate and increase our impact. We recruited our first Data and Impact Manager, who will continue to strengthen our approach to evaluation and measurement.

Digital Strategy

In line with our strategic commitment to digital transformation, we commissioned our first digital strategy – to understand how we can best use technology to meet our community’s needs, increase accessibility and engagement, create new routes to our services and take forward our strategic ambitions. Our new strategy set out how will use digital to drive forward our service transformation strategies, our plans to strengthen our digital platforms, systems and infrastructure and our approach to growing our digital culture and skills. A highlight of our digital change programme has been our new Digital Triage Tool – which has already been used by over 7000 people. Our Triage Tool helps people to reach to support they need via our website as efficiently as possible and provides us with vital data about what our community needs from our website.

Safeguarding

We had a strong focus on Safeguarding this year – to ensure best practice across key areas. Our safeguarding action plan saw us develop and launch an extensive suite of new safeguarding policies for staff and volunteers – supported by a high-quality training programme being rolled out in 2019/20. We have also developed new policies, and strengthened practice, other priority areas of compliance updating included: serious incident reporting, data protection and recruitment.

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FEI

In November 2018, Changing Faces founder, James Partridge, launched Face Equality International (FEI) (www.faceequalityinternational.org) with the aim of internationalizing the campaign for face equality and turning it into a movement. Changing Faces has joined this alliance of charities to support and represent people with disfigurements internationally.

Scotland

Scotland has been in a period of leadership transition during this period, following the departure of our previous Head of Scotland and changes to other members of the team. We are delighted that we have now appointed a new Head of Scotland, who will be leading both our service transformation agenda in Scotland and our income generation strategy.

Psychosocial support for children & families - Glasgow Practitioner

Our Changing Faces Practitioner in Glasgow, supported by the National Lottery Community Fund, provides psychosocial support to children, young people and families who experience appearance related distress. Through the year 64 family consultations during medical clinics (one-off advice, leaflets and support), 40 referrals for individual/family support (assessment and individual support over a series of appointments), Almost 300 family members attended sessions and 15 professional consultations (teachers and medical professionals) took place.

Youth Action Group (YAG) & Youth Work

We recruited 12 young people aged between 10-26 years to our Youth Action Group. These young people, and the positive campaigning work they plan to do from 2019 onwards, will transform the understanding and attitudes of people across Scotland towards visible difference. Our youth engagement work has also seen 3,400 young people engaging with Changing Faces through our workshops at schools, youth organisations and conferences.

Skin Camouflage

Just under 300 people were supported through our Skin Camouflage services across Scotland in 2018/19, which is below our target by 25%. This deficit is due to the need for more volunteers and appointments where we have waiting lists especially in the West of Scotland, and the need to improve how we integrating the NHS referral system. Our intention is to address these challenges by commencing transition to the super-hub model during 2019/20. We have also recruited and trained 7 new volunteers in Jan 2019 and recruited a new Skin Camouflage Co-ordinator who has served as Skin Camouflage practitioner volunteer for the last few years and brings a wealth of client and volunteer insights to this role.

Our 2018/19 Target	Our 2018/19 Result
Ensure 20 positive, on-message press and media coverage is generated in relation to Scotland	16 media pieces secured
To deliver 400 Skin Camouflage appointments	288 appointments delivered
Deliver engagement within 60 schools and youth clubs to a high standard in Scotland	Engaged with 28 schools, 8 youth clubs and 3 conferences, engaging with 3412 young people in Scotland

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Looking ahead

Our plan for 2019/20 lays out the following strategic goals:

By 2020, we will be the leading charity for people with visible differences, delivering 22,000 interventions of support, information and advice each year.

By 2020, we will be driving change for people in the UK with visible differences so their ambitions aren't limited by attitudes, behaviours or systems and they can lead the lives they choose.

The first year of our strategy was a year of transition and transformation. The second year will see us anchor and secure these significant changes – continuing to build and strengthen our professional knowledge and practice, so that we can meet and respond to the changing needs of people with visible differences.

- Designing, implementing and promoting new delivery and evaluation models for our Wellbeing, Skin Camouflage and Education & Learning services: so that more people can access the highest quality services where and when they need them.
- Driving forward our approach to digital transformation: so that we can increase reach sustainably and innovate rapidly to provide responsive services that meet people's changing needs.
- Focussing relentlessly on understanding, evidencing, measuring and communicating our impact: so that we are making the right decisions for people with visible differences based on transparent data.
- Ensuring 20 brands sign up to our Pledge to be Seen campaign
- Raising awareness, speaking out and delivering bold campaigns to secure lasting change.
- Publishing studies into the challenges faced by people with visible differences: so that we can be use our evidence to be a powerful and credible voice for social, structural and policy change.
- Continuing the development of our new resources for schools to build inclusive environments for people with visible differences
- Strengthening our professional support networks and partnerships including: policy-makers and influencers, research and academic institutions and other providers.

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Fundraising Statement

Changing Faces is committed to the pursuit of its charitable aims to the benefit of all people living with visible difference. We fundraise so that we can provide the services that deliver our charitable objectives and to work for Face Equality for all people across the UK.

We have regard to the guidance provided by the Fundraising Regulator, and we actively support the Code of Fundraising Practice. We promise to be open, honest, clear, respectful, fair, reasonable and accountable. All Changing Faces staff and volunteers (including the Board of Trustees) have a responsibility to be aware and have a thorough understanding of fundraising best practice.

Changing Faces respects the rights of its supporters to clear, truthful information about our work, how donations and other income are spent, and how we manage donors' information responsibly.

The individuals that we mail are our supporters with whom we already have a relationship, and who have given their consent to be contacted by us. We never buy in any data lists for fundraising and we do not sell or share supporter details with any other individuals or organisations.

We do not employ professional fundraising agencies with regard to any aspects of our fundraising activities. All of our activities are planned and delivered in house by our small fundraising team, who build relationships with our supporters.

Our policies and procedures are compliant with best practice as set out by the Institute of Fundraising, with the best interests of the charity's donors and the vulnerable paramount. We never pressure anyone to make a donation and take particular care to avoid asking vulnerable people for donations.

We will not solicit or accept donations from companies or individuals who participate in activities which could cause detriment to the charity's reputation or work.

The charity received no complaints regarding its fundraising activities in the last twelve months. Complaints are taken very seriously and will be investigated, with disciplinary action being taken where appropriate. If a complaint is deemed serious enough it may result in the removal of a fundraiser from a campaign and/ or the termination of a campaign.

Our warmest thanks go to everyone who has supported Changing Faces this year. We are ever so grateful to the individuals who have run, cycled, baked, climbed mountains, and so much more in support of our work. We are also thankful to those who have supported us in other ways: by nominating Changing Faces, sharing our campaigns and voting for us.

We would like to thank NHS England for their ongoing support and advice during the year.

Trusts and Foundations have continued to support our work generously. In particular we would like to highlight the support of:

Alchemy Foundation, Boots Charitable Trust, BBC Children In Need, Garfield Weston Foundation, National Community Lottery Fund, Pegasus, PF Charitable Trust, The Biss Davies Charitable Trust, The Ellem Foundation, The Gannochy Trust, The John Coates Charitable Trust, The John Swire (1989) Charitable Trust, The 29th May 1961 Charitable Trust, The Robertson Trust, The Scottish Power Foundation and The VTCT Foundation.

Our corporate partners have gone above and beyond as always, and we thank: About Health, Addleshaw Goddard, Avon, FCS Associates, London Lash Pro, Leo Pharma, and NHS Resolution, amongst others.

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Financial Review

At the start of 2018/19, Changing Faces implemented a new organisational structure and started to introduce changes to operating activities following the strategic review completed in 2017/18. The sale of the long leasehold on the charity's London headquarters in autumn 2017 rebuilt free and designated reserves, and in combination with focussed investment in strategic fundraising, provided funding to ensure the charity's sustainability during the period of transition and into the future.

2018/19 was seen as a key transition year, during which Changing Faces invested to act on and address the infrastructure, capacity and quality issues and opportunities surfaced by the 2017/18 Strategic Review.

The budget for 2018/19 balanced the need for investment in Changing Faces' future with the need for financial prudence, and considered both the financial risks of overcommitting the charity's resources and the strategic risks inherent in delaying investment in the charity's future necessary to grow the charity's impact among its beneficiaries and strengthen the charity's position with future funders.

The budget for 2018/19 included both core operational costs and exceptional transition costs. The core budget was balanced and the proposal to invest in transition costs was approved by the Board and funded from free reserves.

Changing Faces is pleased to be able to report that the budget was achieved for 2018/19. The reported deficit, £303,962, is 12% lower than the budgeted deficit, £345,223.

2018/19 summary

Operating income rose in 2018/19:

Income

	2018/19	2017/18
	£	£
Gross income		
Legacies	63,898	20,000
Donations	1,178,915	938,204
Charitable activities	199,177	200,422
Other trading activities	793	1,390
Investments	<u>8,784</u>	<u>2,261</u>
Gross income from operating activities	1,451,567	1,162,277
Other	-	1,487,910
	1,451,567	2,650,187

Gross income from operations rose by 25% in 2018/19 compared to 2017/18. Excluding legacies the increase was 21%.

Legacy income was more than 200% higher in 2018/19 than in 2017/18.

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Voluntary income was 26% higher in 2018/19 than in 2017/18. Trusts and grants income was up by 21%, and other donations by 43%, with the donations received due to The Telegraph Group Christmas campaign a significant factor in the increase.

Charitable activities comprise largely the skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are largely paid for by NHS bodies under a mix of SLAs, contracts and as Non Contracted Activity (NCA). During the year, Changing Faces has revised its invoicing process and invested in the quality of the data processes which support the invoicing process. As a result, collection rates have improved. A bad debt provision has been created in respect of amounts considered to be doubtful of collection.

In 2017/18, other income comprises the profit arising on the sale of the leasehold of the charity's head office and is stated after deducting legal, professional and financial costs associated with the transaction.

Expenditure

	2018/19	2017/18
	£	£
Services and Innovation	962,098	962,952
Championing the Voice	278,834	331,563
Scotland Office	241,624	244,026
International research	4,721	-
Costs of income generation	<u>271,708</u>	<u>366,032</u>
	1,755,529	1,904,594

Services and Innovation comprises the charity's work directly with people living with visible difference and includes psychosocial and skin camouflage services, as well as education and training. Championing the voice comprises communications and campaigns. In 2018/19, Changing Faces invested over £100,000 in its digital capability, as part of a multi-year investment programme.

Result

Changing Faces reported a deficit of £303,962 at the operating level in 2018/19 compared to an operating deficit, stated before accounting for other income, of £742,317 in 2017/18. In 2017/18, the property sale resulted in a profit of £1,487,910, taking the full year surplus to £745,593.

	2018/19	2017/18
	£	£
Deficit from operations	(303,962)	(742,317)
Profit on sale of leasehold	<u>-</u>	<u>1,487,910</u>
Total reported surplus / (deficit)	<u>(303,962)</u>	<u>745,593</u>

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Reserves

All charities are required to ensure that the amount they hold in reserves is appropriate for the charity's size and the nature of its activities. Changing Faces holds free reserves calculated at six months of relevant unrestricted operational expenditure, in line with its reserves policy.

Reserves

	2018/19	2017/18
	£	£
Restricted reserves	271,674	172,842
Designated reserves	<u>1,049,854</u>	<u>1,049,854</u>
Free reserves	<u>591,847</u>	<u>994,641</u>
Unrestricted reserves	<u>1,641,701</u>	<u>2,044,495</u>
Total reserves	1,913,375	2,217,337

Restricted reserves

At 31 March 2019, restricted reserves totalled £271,674 (2018 £172,842). Restricted reserves are those funds which represent donations and grants received which are to be spent on a specific activity. These funds are ring-fenced and costs are allocated against the funds by reference to the funders' expressed purposes.

Unrestricted reserves: designated reserves

At 31 March 2019, designated reserves totalled £1,049,854 (2018 £1,049,854). These designated reserves have been allocated by the trustees for infrastructure investment, but which have not yet been committed.

The Trustees have approved investment from the designated fund towards Changing Faces' digital investment programme. This programme will invest in the charity's digital capability, to expand its ability to deliver services, including creating a new website for the charity. The remainder of the designated reserve fund has been designated for the charity's property and infrastructure needs. Changing Faces currently occupies offices where the lease expires in 2020. The designated fund is required to offset the costs of locating and acquiring new offices and for investments in the necessary infrastructure to support Changing Faces' operations.

Unrestricted reserves: free reserves

At 31 March, free reserves totalled £591,847 (2018 £994,641). The reduction in free reserves in 2018/19 arose due to the implementation of the strategic review. £328,000 of investments in transition costs was planned to utilise free reserves which existed at 31 March 2018, to invest in Changing Faces' digital and operational processes.

The Trustees have calculated the level of free reserves which are needed to allow the charity to meet its commitments to its clients, staff and other stakeholders, to manage the implications of a period of a shortfall in income or unexpectedly high costs.

In estimating the level of free reserves the Trustees have had regard to Charity Commission Guidance on the level of appropriate reserves to ensure sustainability of service delivery. The Trustees have determined that Changing Faces should have six months cover of recurrent operating costs, with consideration given to the treatment of those costs covered by restricted funds.

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Recurring operating costs are calculated by adjusting the actual level of costs incurred in 2018/19 to remove the elements covered by restricted funding, and also the exceptional costs relating to the restructuring. Based on these calculations, the trustees estimate that a total of £589,188 of free reserves is required. At the end of March 2019, free reserves were £591,847, complying with the Trustees reserves requirement.

The Trustees will continue to carefully monitor the charity's results in light of the budget and the reserves position and will take any action needed if they identify any significant risk to the charity's financial position or its ability to support its core activities.

Investments

The priority in Changing Faces investment policy is to preserve capital, and a low risk investment policy has been adopted. After assessing the risks of different investment groups, Changing Faces has limited its investments to fixed term deposits of between three and six months, placed with financial institutions with a high credit rating.

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Principal risks and uncertainties

The Board of Trustees has overall responsibility for risk management at Changing Faces. It is responsible for establishing the charity's risk appetite, ensuring that major risks are identified and approving appropriate procedures to detect, prevent and manage major risks. Changing Faces' risk management programmes are designed to mitigate risks appropriately, rather than to eliminate all risk.

The Audit and Risk Committee has the power to investigate and manage risk on behalf of the Board, and reports to the Board on strategic risks and risk management. The Finance Committee reviews management accounts and financial performance and provides assurance to the Board.

The principal tools used by Changing Faces to mitigate risks are:

1. **Risk register.** The Leadership Team manages a risk register which is regularly reviewed by the Audit and Risk Committee. Risks are assessed as to the likelihood of their occurring and the impact if they were to occur, giving a "raw" risk rating. Mitigations and future actions are defined, and the risk rating is then recalculated, to ensure that it remains within the Board of Trustees' stated risk appetite.
2. **Performance indicators.** We monitor performance through the use of key performance indicators and strategic milestones, which are reported to the Board quarterly, with differences to expectations thoroughly analysed.
3. **Planning and budgeting.** We produce budgets annually, monitor variances monthly, and reforecast expected results quarterly. The Finance Committee reviews monthly management accounts and reforecasts. The Finance Committee reports on the financial results to the Board of Trustees.

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

The major risks identified by Changing Faces are:

Risk	Management
Governance: Lack of strategic clarity and failure to ensure impact could harm the charity's ability to achieve its charitable objectives. Inability to attract and retain good staff could mean that strategic opportunities are missed.	<ul style="list-style-type: none"> • Reporting on KPIs and key milestones • Reporting on budget • Investment in data and impact management tools and knowhow • Implementation of strategic plan • Involvement of people with lived experience of visible difference • Emphasis on training and development for staff • Building strong and effective culture and values
Compliance: Failure to comply with legal and regulatory requirements could result in fines and reputational damage.	<ul style="list-style-type: none"> • Rolling review of performance against the governance code • Key legal and regulatory requirements identified • Serious incident reporting policy in place • Data Protection Officer appointed • Mandatory data protection training framework • GDPR compliant data mapping tool employed • DBS check framework in place • Safeguarding action plan, policies and training
Operational: Service provision and development must be appropriate for users; needs. Digital capability may not support development. Lack of suitable office space may hamper activities.	<ul style="list-style-type: none"> • User involvement helps to design services • Robust clinical governance and extensive safeguarding processes underpin services • Multi-year investment in digital capability to build a digital culture and develop digital products • Initiation of project to locate new office space for the 2020/21 financial year.
Finance: The charity is reliant on voluntary income to support its activities. Increased regulation and increased competition for funding could mean that we fail to reach our targets, leading to the loss of liquidity and inability to meet our commitments. Poor financial controls could lead to error or fraud.	<ul style="list-style-type: none"> • Diversification of income streams • Investment in strong and effective fundraising team • Relationship management with donors and funders • Robust process for setting budgets, aligned to the strategic plan • Scrutiny of and challenge to budgets by Trustees • Monthly monitoring of budgets and budget variances • Quarterly reforecast of expectations • Robust reserves policy • Risk averse investment policy • Scrutiny of results by the Finance Committee
Environmental and External: The charity needs to ensure that it manages communications to build public awareness, build a strong reputation and maintain the confidence of its stakeholders and funders.	<ul style="list-style-type: none"> • Building a clear brand • Consistent communications • Meticulous reporting to funders • Due diligence when considering new projects • Development of key messages • Reputation management

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Governance

Legal structure

Changing Faces is a company registered in England and Wales, limited by guarantee, with registered number 02710440. It is a registered charity in England and Wales (Charity number 1011222), and in Scotland (Charity number SC039725).

Public benefit

The Trustees believe the charity has fully met the requirement to provide benefit to the public and have paid due regard to Charity Commission guidance on this matter. Changing Faces' services are widely publicised and available to everyone in the UK who would benefit, free of any cost.

Board of Trustees

The Board of Trustees is responsible for managing the activity of the charity. It was composed of 8 Trustees at 31 March 2019, with a wide range of skills and experience including professional and clinical expertise.

The Board meets four times per year to regularly review and direct Changing Faces' strategy, budget and performance. Certain matters are reserved for Board approval, including changes to strategy and budget. The Board also meets for an annual away day to investigate strategic proposals in more depth.

Appointments to the Board of Trustees are managed by Trustees. Trustees are recruited through a process of advertisement, application and interview. Selection is based on set criteria to ensure a broad range of skills and experience. New Trustees are provided with a formal induction programme incorporating the opportunity to meet key staff, and an induction pack of documentation including the charity's constitution, recent Annual Reports and Accounts, recent Board minutes and the current Strategic Plan. Opportunities for training are offered to Trustees, and budget is provided for this purpose.

The Board maintains control over all strategic and policy decisions, including the approval of budgets, risk management and governance arrangements. It delegates some of its responsibilities to three Board committees, which make recommendations to the Board within their terms of reference:

- The Audit and Risk Committee is responsible for managing risk, monitoring compliance with regulatory authorities, and reviewing the year end accounts.
- The Finance Committee is responsible for ensuring that the charity's finances are being appropriately and effectively managed, by monitoring the charity's financial position, overseeing the production of budgets and management accounts, developing and implementing financial, reserves and investment policies and ensuring that proper financial records are kept.
- The Nominations Committee is responsible for overseeing the recruitment of Trustees and of the charity's CEO. The committee also approves trustee appointments to the other committees.

Day to day management is delegated to the Chief Executive and the Leadership Team.

Management remuneration

Changing Faces seeks to set its salary levels for all paid staff, including management, by reference to market rates, within the context of voluntary sector organisations of a similar size. A benchmarking project was completed in June 2018; all staff roles were re-evaluated at the same time, and transferred to the new pay and staffing structure. The pay policy describes how salaries are set, and defines the salary structure for all staff within the organisation. During the year ended 31 March 2019, key management were defined as the CEO, the Director of Services and Innovation, the Director of Fundraising and the Director of Finance and Resources.

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of Changing Faces 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 the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed subject to any 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 charitable company will continue in operation.

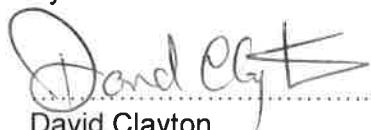
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

As Directors we also confirm that we have made all necessary enquiries and taken such steps that we ought to, to ensure that we become aware of any relevant audit information and that we confirm that the charitable company's auditors have been made aware of such information.

By Order of the Board



David Clayton
Chair of Trustees

16 July 2019

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

Independent auditor's report to the members of Changing Faces

Opinion

We have audited the financial statements of Changing Faces for the year ended 31 March 2019 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

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 charity 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.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement as set out on page 22, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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.

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 charitable company's ability to continue to adopt the going concern

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

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 Trustees' Report and the Chair's report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the directors' 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 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 the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain/n 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charity Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

Date 16 July 2019

10 Queen Street Place
London
EC4R 1AG

CHANGING FACES

FINANCIAL STATEMENTS for the year ended 31st March 2019

CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31st March 2019

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2019	Total Funds 2018
		£	£	£	£
Income from					
Donations and legacies	3A	772,019	470,794	1,242,813	958,204
Charitable activities	3B	199,177	-	199,177	200,422
Other trading activities		793	-	793	1,390
Investments		8,784	-	8,784	2,261
Other		-	-	-	1,487,910
Total		980,773	470,794	1,451,567	2,650,187
Expenditure on					
Raising funds		267,493	4,214	271,707	366,032
Charitable activities		1,116,074	367,748	1,483,822	1,538,562
	4	1,383,567	371,962	1,755,529	1,904,594
Net movement in funds		(402,794)	98,832	(303,962)	745,593
Reconciliation of funds	13				
Total funds brought forward		2,044,495	172,842	2,217,337	1,471,744
Total funds carried forward		1,641,701	271,674	1,913,375	2,217,337

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

CHANGING FACES

FINANCIAL STATEMENTS for the year ended 31st March 2019

CHANGING FACES

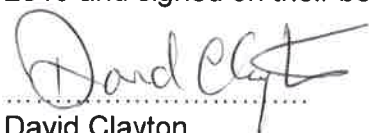
Company limited by guarantee

Registered Company No: 02710440

BALANCE SHEET as at 31st March 2019

	Note	2019 £	2018 £
Fixed assets			
Tangible assets	7	13,502	6,040
Total fixed assets			
Current assets			
Stock	8	-	5,640
Debtors and prepayments	9	166,934	108,314
Cash at bank and in hand		1,863,838	2,303,077
Total current assets		2,030,772	2,417,031
Liabilities			
Creditors: amounts falling due within one year	10	(130,899)	(205,735)
Net current assets		1,899,873	2,211,296
Total net assets		1,913,375	2,217,337
Restricted income funds		271,674	172,842
Unrestricted funds:			
Designated funds		1,049,854	1,049,854
Free reserves		591,847	994,641
		1,641,701	2,044,495
Total funds	11	1,913,375	2,217,337

The financial statements were approved by the Board of Trustees and authorised for issue on 16 July 2019 and signed on their behalf by:



David Clayton
Chair of Trustees



Nicola Sawford
Trustee

The accompanying notes form part of these financial statements.

CHANGING FACES

FINANCIAL STATEMENTS for the year ended 31st March 2019

CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

STATEMENT OF CASH FLOWS

	2019 £	2018 £
Cash Flows from operating activities:		
Net cash provided by/(used in) operating activities (see below)	(437,663)	(663,182)
Cash flows from investing activities:		
Proceeds from sale of lease of 33-37 University Street	-	3,012,500
Legal and professional fees relating to the sale	-	(45,222)
Bank interest received	8,784	2,261
Payments to acquire tangible fixed assets	(10,360)	(1,849)
Net cash provided by/(used in) investing activities	(1,576)	2,967,690
Cash flows from financing activities:		
Repayments of borrowing	-	(366,904)
Payments of bank fees for early repayment of a loan	-	(63,831)
Net cash provided by/(used in) financing activities	-	(430,735)
Change in cash and cash equivalents in the reporting period	(439,239)	1,873,773
Cash and cash equivalents at the beginning of the reporting period	2,303,077	429,304
Cash and cash equivalents at the end of the reporting period	1,863,838	2,303,077
Reconciliation of net income/(expenditure) to net cash flow from operating activities	2019 £	2018 £
Net income / (expenditure) for the year	(303,962)	745,593
Adjustments for:		
Gain on disposal of property	-	(1,486,689)
Depreciation charges	2,898	1,666
Bank interest received	(8,784)	(2,261)
(Increase)/decrease in stock	5,640	(5,352)
Increase)/decrease in debtors and prepayments	(58,620)	161,095
Decrease in creditors	(74,836)	(2,234)
Decrease in long term deferred income	-	(75,000)
Net cash used in operating activities	(437,663)	(663,182)
Analysis of cash and cash equivalents	2019 £	2018 £
Cash at bank and in hand	1,863,838	2,303,077

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

Notes to the Financial Statements

1. ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with 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) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Changing Faces meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going Concern

No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the Trustees and therefore these accounts have been prepared on a going concern basis.

Income

All income is recognised once the Charity has entitlement, it is probable that income will be received and the amount of income receivable can be measured reliably.

Legacy income is recognised when it is probable it will be received. Pecuniary legacies are recognised when probate is granted. Residuary legacies are recognised when either probate has been granted, or the estate has been finalised or notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

Grants

Grants are accounted for as income when they are receivable. Where the grant making body specifies that amounts given should be utilised in a future accounting period, the income is deferred to that period. If certain conditions have to be fulfilled before the charity becomes entitled to the use of the grant, then the income is deferred until such conditions have been met.

Donated Assets

Donated assets are capitalised at a value equivalent to market value as at the date of donation.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

Raising funds are those costs incurred to raise donations and legacies and costs of trading activities. Charitable activities relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are those associated with incurred in meeting the constitutional and statutory requirements and is now apportioned on the same basis as support costs.

Cost Apportionment

A proportion of staff and indirect costs are attributed to activities on the following bases:

Staff	-	actual costs or level of activity engaged by staff
Indirect costs	-	level of activity engaged by staff

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

Leases

Rentals under operating leases are charged to the income and expenditure account as incurred.

Depreciation of Tangible Fixed Assets

Depreciation is provided on all tangible fixed assets so as to write them off over their anticipated useful lives at the following annual rates on a straight line basis:

Office equipment	- 25%
Office furniture	- 20%
Computer equipment	- 25%

Additions to fixed assets costing less than £500, and those acquired from restricted income funds are written off in the year.

Pensions

The company operates a defined contribution pension scheme on behalf of its staff. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

Employee benefits

Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Accounting estimates and judgements

In preparing the financial statements, the Trustees are required to make estimates and judgements. The matters below are considered to be the most important in understanding the judgements made and the uncertainties that could impact the amounts reported in the financial statements.

Legacy income

Legacy income requires judgement about the probability of receipt which affects the timing of income recognition. Legacy income is recognised when the Charity has established entitlement to a legacy, when the receipt of the legacy is probable and when the amount due can be estimated with sufficient accuracy.

Cost allocation

Support costs are allocated to charitable activities. Judgement is required in determining and applying the basis appropriate for each support activity.

Bad debt provision

The valuation of debtors is based on judgements about the probability of receipt of the amounts invoiced.

Valuation of assets and liabilities

Stocks

Stocks are valued at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Fund Accounting

Restricted Funds: The purpose and use of restricted funds are imposed by the donor or by the specific terms of the charity appeal.

Designated Funds: these funds have been allocated by the Trustees for anticipated use on specific projects.

Unrestricted Funds: These are funds available for use at the discretion of the Trustees in furtherance of the objectives of the charity.

Taxation

No provision has been made for taxation as the company's charitable status renders it exempt from UK direct taxation.

2. STATUS

The company is limited by guarantee and has no share capital. The liability of members in the event of a winding up is limited to £1. The members are the Trustees of the charity.

3A INCOME ANALYSIS

	2019 Unrestricted	2019 Restricted	2019 Total	2018
	£	£	£	£
Legacies	63,898	-	63,898	20,000
Income from trusts and grants	385,799	390,794	776,593	638,479
Other donations	293,448	80,000	373,448	259,848
Income from fundraising activity	28,874	-	28,874	39,877
Trading activities	793	-	793	1,390
Charitable activities	199,177	-	199,177	200,422
Investment income	8,784	-	8,784	2,261
Other	-	-	-	1,487,910
Total	980,773	470,794	1,451,567	2,650,187

3B INCOME FROM CHARITABLE ACTIVITIES

	2019 Unrestricted	2019 Restricted	2019 Total	2018
	£	£	£	£
Skin camouflage services	195,535	-	195,535	194,577
Consultancy and training	3,642	-	3,642	5,845
Total	199,177	-	199,177	200,422

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

4A ANALYSIS OF TOTAL EXPENDITURE

	2019 Unrestricted £	2019 Restricted £	2019 Total £	2018 £
Charitable Activities				
Service Innovation				
Wellbeing	309,236	46,411	355,647	284,530
Skin Camouflage	336,818	54,703	391,521	387,686
Education	78,436	133,039	211,475	158,947
Yorkshire Office	-	-	-	131,789
	724,490	234,153	958,643	962,952
Championing the Voice				
Communications, campaigns	202,248	76,587	278,835	292,716
International research	-	4,721	4,721	38,847
	202,248	81,308	283,556	331,563
Scotland Office	189,336	52,287	241,623	244,026
Cost of Charitable Activities	1,116,074	367,748	1,483,822	1,538,541
Cost of raising funds	267,493	4,214	271,707	366,033
Total	1,383,567	371,962	1,755,529	1,904,574

During the year ended 31 March 2018, Changing Faces terminated all activities managed from its Yorkshire Office, except for the Wellbeing service funded by BBC Children in Need. The costs of this service are included within "Wellbeing" above.

4B DIRECT AND SUPPORT COSTS

	2019 Direct costs £	2019 Support costs £	2019 Total £	2018 Total £
Charitable activities				
Service Innovation				
Wellbeing	297,784	57,863	355,647	284,530
Skin camouflage services	323,981	67,539	391,520	387,686
Education	186,017	25,458	211,475	158,947
Yorkshire office	-	-	-	131,789
	807,782	150,860	958,642	962,952
Championing the Voice				
Communications, campaigns	256,888	21,946	278,834	292,716
International research	4,721	-	4,721	38,867
	261,609	21,946	283,555	331,583
Scotland office	206,527	35,097	241,624	244,026
Cost of Charitable Activities	1,275,918	207,903	1,483,821	1,538,561
Cost of raising funds	252,139	19,569	271,708	366,033
	1,528,057	227,472	1,755,529	1,904,594

Included in the above are governance costs of £28,459 (2018: £27,786).

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

4C SUPPORT COSTS ALLOCATION 2019

	Premises costs	Office costs	Staff and volunteer costs	Deprec- iation	2019 Total	2018 Total
	£	£	£	£	£	£
Charitable Activities						
Service Innovation						
Wellbeing	10,008	32,410	14,708	737	57,863	53,756
Skin	11,681	37,830	17,167	860	67,538	77,616
Camouflage						
Education	4,403	14,260	6,471	324	25,458	18,685
Yorkshire Office	-	-	-	-	-	13,224
Championing the Voice						
Communications						
campaigns	3,796	12,293	5,578	280	21,947	38,636
International	-	-	-	-	-	1,020
Scotland Office	6,070	19,659	8,921	447	35,097	28,747
Cost of raising funds	3,385	10,961	4,974	249	19,569	27,597
Total	39,343	127,413	57,819	2,897	227,472	259,281

Support costs are allocated on a per capita basis, related to the average WTE staff employed in each activity.

5. NET MOVEMENT IN FUNDS

	2019 £	2018 £
The result for the year is stated after charging:		
Auditor's remuneration – audit	9,840	9,540
Depreciation of fixed assets	2,898	1,667
Operating Leases	<u>2,399</u>	<u>2,489</u>

6. EMPLOYEES

Total remuneration

	2019 £	2018 £
Wages and salaries	838,744	1,020,202
Social security costs	87,813	101,137
Pension costs	42,143	50,226
Redundancy costs	2,281	12,348
	<u>970,981</u>	<u>1,183,913</u>

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

6. EMPLOYEES (Continued)

Average number of employees

The average number of people (full time equivalent) employed by the company during the year was as follows:

	2019	2018
	FTE	FTE
Wellbeing	4.6	4.7
Skin camouflage	5.4	6.8
Education	2.0	2.1
Yorkshire Office	-	1.2
Communications	1.8	3.4
Scotland Office	2.8	2.5
Administration	5.0	4.9
Fundraising	1.6	2.4
	23.2	27.9

The average number of staff employed during the year was as follows:

2019	2018
Number	Number
26	34

Remuneration of higher paid staff

The number of employees whose emoluments exceeded £60,000 per annum was:

	2019	2018
£60,000 - £70,000	1	-
£70,000 - £80,000	1	1
£80,000 - £90,000	1	-

Remuneration of key management personnel

Total remuneration of key management personnel for the year, including employer pension contributions and employer National Insurance contributions was £304,243 (2018: £264,964). Key management personnel are the charity's leadership team, comprising the CEO, the Director of Services and Innovation, the Director of Fundraising and the Director of Finance and Resources.

Employer pension contributions of £12,988 (2018: £11,675) were made to a defined contribution scheme on behalf of the key management personnel above.

Board of Trustees members' expenses

None of the Trustees received any remuneration in the year (2018: none). One Trustee received reimbursement of expenses during the year totalling £145 (2018: £450). The charity maintains liability insurance covering members of the Board of Trustees in their capacity as directors.

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

7. TANGIBLE ASSETS

	Office Furniture £	Office Equipment £	Computer Equipment £	Total £
COST				
At 1 st April 2018	7,972	6,912	29,439	44,323
Additions	-	-	10,360	10,360
Disposals	(677)	-	(10,352)	(11,029)
At 31 st March 2019	7,295	6,912	29,447	43,654
DEPRECIATION				
At 1 st April 2018	7,834	4,760	25,689	38,283
Charge for the year	137	1,076	1,685	2,898
Disposals	(677)	-	(10,352)	(11,029)
At 31 st March 2019	7,294	5,836	17,022	30,152
NET BOOK VALUE				
At 31 st March 2019	1	1,076	12,426	13,502
At 31 st March 2018	138	2,152	3,750	6,040

8. STOCKS

	2019 £	2018 £
Stocks of booklets and publications	-	5,640

In 2017/18, stocks comprised the costs of publishing a book, Faces of Equality.

9. DEBTORS

	2019 £	2018 £
Trade debtors	23,342	68,633
Prepayments and accrued income	137,224	39,680
Other debtors	6,368	-
	166,934	108,313

In 2018/19, accrued income includes invoices relating to 2018/19 activity which were raised after the end of the financial year. It also includes accrued legacy income and an accrued corporate donation.

10. CREDITORS: Amounts due within one year

	2019 £	2018 £
Trade creditors	44,075	33,339
Accruals and deferred income	55,155	125,262
Employer pension contributions	5,906	12,164
Other taxes and social security	21,549	24,578
Other creditors	4,214	10,392
	130,899	205,735

In 2017/18, deferred income included the third year of a three year grant where the income was received in advance.

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

11. FUNDS

	Unrestricted funds £	Restricted funds £	Total £
Balance at 1 st April 2018	2,044,495	172,842	2,217,337
Net income/(expenditure) before transfers	(402,794)	98,832	(303,962)
Balance at 31 st March 2019	1,641,701	271,674	1,913,375
Analysis of net assets between funds			
Tangible fixed assets	13,502	-	13,502
Net current assets	1,628,199	271,674	1,899,873
	1,641,701	271,674	1,913,375

The restricted funds of the charity comprise:

	At 1 April 2018 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2019 £
Face Equality in schools	104,857	113,979	(128,896)	-	89,940
Psycho-social support for young people	-	46,441	(37,286)	-	9,155
Scotland Youth engagement	-	82,200	(13,306)	-	68,894
Reaching communities	-	67,839	(14,370)	-	53,469
Skin camouflage transformation	-	50,000	(50,000)	-	-
Hate Crimes	(169)	30,258	(30,089)	-	-
Support and Information line	-	30,000	(2,537)	-	27,463
Data and impact reporting	-	24,726	(17,297)	-	7,429
Social media and perceptions	-	19,931	(19,931)	-	-
Skin Camouflage service film	-	5,420	-	-	5,420
Health professionals training	9,108	-	(9,108)	-	-
Scotland Changing Faces practitioner	39,340	-	(29,436)	-	9,904
Scotland skin camouflage training	6,042	-	(6,042)	-	-
International project	4,721	-	(4,721)	-	-
Face Equality in social media	8,943	-	(8,943)	-	-
	172,842	470,794	(371,962)	-	271,674

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

11. FUNDS (Continued)

Restricted funds

Face Equality in Schools is a three year project to design, create and evaluate materials for use in schools and further education colleges.

Psycho-social support for young people is a three year project to support children and young people living with visible difference in Sheffield and the Humber.

Scotland Youth Engagement is a multi-year project to support children and young people campaigning for face equality in Scotland.

Reaching Communities is a two year project to support people living with visible difference.

Skin Camouflage transformation was a short term project to create a skin camouflage hub in the South West of England.

Hate Crimes was a short term project to provide social media resources to combat hate crimes arising from visible difference.

Support and Information Line is a new initiative to provide a help line for people living with visible difference to signpost access to support and resources.

Data and Impact Reporting supports Changing Faces' investment in data management services, for its own use.

Social Media and Perceptions was a short term project providing Social Media resources and training campaigners for face equality.

Skin Camouflage Service film is a grant to create an information and marketing film about the skin camouflage service.

The unrestricted funds of the charity comprise:

	At 1 April 2018	Income	Expenditure	Transfers between funds	At 31 March 2019
	£	£	£	£	£
Designated funds	1,049,854	-	-	-	1,049,854
Free reserves	994,641	1,011,192	(1,391,314)	-	591,847
Unrestricted reserves	2,044,495	1,011,192	(1,391,314)	-	1,641,701

Unrestricted reserves: designated reserves

The Trustees have approved investment from the designated fund towards Changing Faces' digital investment programme. This programme will invest in the charity's digital capability, to expand its ability to deliver services, including creating a new website for the charity. The remainder of the designated reserve fund has been designated for the charity's property and infrastructure needs. Changing Faces currently occupies offices where the lease expires in 2020. The designated fund is required to offset the costs of locating and acquiring new offices and for investments in the necessary infrastructure to support Changing Faces' operations.

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

12. COMMITMENTS UNDER OPERATING LEASES

As at 31st March 2019, the company had annual commitments under non-cancellable operating leases as set out below:

	2019 £	2018 £
Operating lease payments due:		
Within one year	2,398	2,398
In one to two years	728	2,398
In two to five years	-	728
	<u>3,126</u>	<u>5,524</u>

13. PENSIONS

The company operates a defined contribution scheme in respect of salaried employees. Contributions are charged in the accounts as incurred and there were no outstanding or proposed contributions as at the balance sheet date. Pension costs charged in the year were £42,143 (2018: £50,226).

14. RELATED PARTY TRANSACTIONS

No payments were made to related parties.

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

2017/18 COMPARATIVES

15. INCOME ANALYSIS 2017/18

	2018 Unrestricted £	2018 Restricted £	2018 Total £	2017 £
Legacies	20,000	-	20,000	127,526
Income from trusts and grants	296,754	341,725	638,479	698,608
Other donations	259,848	-	259,848	487,209
Income from fundraising activity	39,877	-	39,877	61,917
Trading activities	1,390	-	1,390	135,151
Charitable activities	200,422	-	200,422	275,983
Investment income	2,261	-	2,261	2,582
Other (see note 18)	1,487,910	-	1,487,910	3,808
Total	2,308,462	341,725	2,650,187	1,792,784

Trading activities include the proceeds of fundraising events. In 2016/17, Changing Faces held a gala evening and the proceeds from this event were £133,000. No such gala evening was held in 2017/18.

16. INCOME FROM CHARITABLE ACTIVITIES 2017/18

	2018 Unrestricted £	2018 Restricted £	2018 Total £	2017 £
Skin camouflage services	194,577	-	194,577	262,480
Consultancy and training	5,845	-	5,845	13,503
Total	200,422	-	200,422	275,983

17. OTHER INCOME 2017/18

Other income in the year ended 31 March 2018 represents the profit arising in November 2017, on the sale of the leasehold over 33-37 University Street, London WC1E 6JN. The income is calculated as follows:

	£
Gross proceeds of sale	3,012,500
Book value of the leasehold	1,416,758
Interest due on early repayment of bank loan	63,831
Legal fees	12,021
Professional fees	31,980
Profit arising on sale	<u>1,487,910</u>

Until November 2017, Changing Faces had a lease over 33-37 University Street which ran until 2108. In November 2017, this lease was sold and replaced by a shorter lease running until 2020. Under the terms of the new lease, Changing Faces pays only a peppercorn rent until May 2020. Changing Faces plans to vacate the premises at 33-37 University Street on or before May 2020.

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

19. ANALYSIS OF TOTAL EXPENDITURE 2017/18

	2018 Unrestricted £	2018 Restricted £	2018 Total £	2017 £
Charitable Activities				
Service Innovation				
Wellbeing	228,805	55,725	284,530	250,018
Skin Camouflage	357,686	30,000	387,686	421,736
Education	139,136	19,811	158,947	186,605
Yorkshire Office	125,849	5,940	131,789	275,815
	851,476	111,476	962,952	1,134,174
Championing the Voice				
Communications, campaigns	192,872	99,844	292,716	152,237
International research project	-	38,867	38,867	-
	192,872	138,711	331,583	152,237
Scotland Office	117,695	126,331	244,026	230,479
Cost of Charitable Activities	1,162,043	376,518	1,538,541	1,516,890
Cost of raising funds	366,033	-	366,033	341,969
Total	1,528,076	376,518	1,904,594	1,858,859

During the year ended 31 March 2018, Changing Faces terminated all activities managed from its Yorkshire Office, except for the Wellbeing service funded by BBC Children in Need. The costs of this service are included within "Wellbeing" above.

20. DIRECT AND SUPPORT COSTS 2017/18

	2018 Direct costs £	2018 Support costs £	2018 Total £	2017 Total £
Charitable activities				
Service Innovation				
Wellbeing	220,236	64,294	284,530	330,637
Skin camouflage services	294,855	92,831	387,686	417,449
Education	136,599	22,348	158,947	186,605
Yorkshire office	115,973	15,816	131,789	199,483
	767,663	195,289	962,952	1,134,174
Championing the Voice				
Communications, campaigns	246,507	46,209	292,716	152,237
International research	37,847	1,020	38,867	0
	284,354	47,229	331,583	152,237
Scotland office	209,644	34,382	244,026	230,479
Cost of raising funds				
Fundraising costs	333,025	33,006	366,031	341,969
	1,594,687	309,907	1,904,594	1,858,859

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2019

21. SUPPORT COSTS ALLOCATION 2017/18

	Premises costs	Office costs	Staff and volunteer costs	Depreciation	2018 Total	2017 Total
	£	£	£	£	£	£
Charitable Activities						
Service Innovation						
Wellbeing	8,322	35,143	9,945	347	53,757	62,699
Skin Camouflage	12,015	50,741	14,359	501	77,616	72,311
Education	2,893	12,214	3,457	121	18,685	39,826
Yorkshire Office	2,047	8,646	2,446	85	13,224	39,426
Championing the Voice						
Communications campaigns	5,981	25,259	7,147	249	38,636	30,453
International	0	1,020	0	0	1,020	0
Scotland Office	4,450	18,793	5,318	186	28,747	38,804
Cost of raising funds	4,272	18,041	5,105	178	27,596	60,149
Total	39,980	169,857	47,777	1,667	259,281	343,668

Support costs are allocated on a per capita basis, related to the average WTE staff employed in each activity.

22. FUNDS

	Unrestricted funds	Restricted funds	Total
	£	£	£
Balance at 1 st April 2017	1,264,109	207,635	1,471,744
Net income/(expenditure) before transfers	780,386	(34,793)	745,593
Balance at 31 st March 2018	2,044,495	172,842	2,217,337
Analysis of net assets between funds			
Tangible fixed assets	6,040	-	6,040
Net current assets	2,038,455	172,842	2,211,297
	2,044,495	172,842	2,217,337

CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2019

ADMINISTRATIVE DETAILS

Registered Office and principal address

Changing Faces, The Squire Centre, 33-37 University Street, London WC1E 6JN
Website: www.changingfaces.org.uk

Trustees

The following Trustees served between 1st April 2018 and 31 March 2019.

David Clayton (Chairman) ** ***

Mark Landon (Company Secretary and Deputy Chairman) ***

David Rough (Hon Treasurer) * **

Nicola Sawford (Chair, Audit Committee) * **

Dr Richard Castle (resigned 10 January 2019)

Prof Tony Cline

Pieter Folmer (resigned 5 November 2018)

Susan Harrison *

Victoria Hunt

His Honour Judge Paul Thomas QC (resigned 5 November 2018)

Chris Walker FRCS

Members of Board Committees:

* Audit Committee

** Finance Committee

*** Nominations Committee

The following Trustees were appointed in July 2019.

Bridget Gardiner

Helen Gravestock

Elissa Holme

Emma Howard

Farhana Kapasi

Nicholas Lee

Richard Morris

Andrew Thompson

Patrons

Sir Christopher Benson

Rory Bremner

Michelle Dockery

Lord Fellowes of West Stafford

Jan Ravens

Fiona Squire

Simon Weston OBE

Benjamin Zephaniah

Solicitors

Stone King LLP, Boundary House, 91 Charterhouse Street, London EC1M 6HR

Auditor

Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG

Bankers

Lloyds Bank plc, Law Courts, PO Box 1000, BX1 1LT