

CHANGING FACES
A Registered Charity
A Company Limited by Guarantee
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31st MARCH 2016

haysmacintyre
Chartered Accountants
Registered Auditors
London

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

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An Introduction from the Chair of Trustees, David Clayton

It's been a tremendously encouraging year for Changing Faces after a very difficult start.

Changing Faces had to take some very tough decisions in the spring of 2015 which undoubtedly dented its confidence and so I have been immensely impressed since I took on the Chair in April 2015 with the way in which the whole charity – staff, volunteers and supporters – has responded. I like to think we have shown the empathy, resilience and determination which we aim to offer to others.

It has not been an easy year in any way as we have wrestled with the need to rationalise the services we offer and re-energise our advocacy and campaigning. Nor have we been sure of how much support we would be able to secure. But thanks to the immense philanthropy of many individuals and charitable organisations, we have started to regain our financial equilibrium. And thanks to the dedication and hard work of our staff and volunteers, we have regained our momentum.

I am particularly pleased with three outstanding developments described in this Report: our new branding, our revised strategy and our much-improved fundraising performance. These have been achieved in a year when charities have been under intense public scrutiny and accusations of poor practice have emerged. I can assure you that the governance of the charity is sound and robust and that Changing Faces will not and never has used people's data irresponsibly nor adopted cold calling methods nor shared data with any other organisation.

My fellow Trustees and I are confident that we have a sound plan for the next phase in Changing Faces' history – and as we prepare to mark its 25th Anniversary in 2017, I hope you will want to support our cause. Thank you very much indeed.

Trustees

David Clayton (Chair)
Dr Richard Castle
Prof Tony Cline
Pieter Folmer
Dr Mary Glover
Susan Harrison
Victoria Hunt
Mark Landon
Dr Felicity Mehendale
Mike Okninski
David Rough
Nicola Sawford
His Honour Judge Paul Thomas QC
Chris Walker FRCS

Chief Executive

Dr James Partridge OBE

The Directors and Trustees (henceforth referred to as the Trustees) of Changing Faces submit their Annual Report and Financial Statements for the year ended 31st March 2016. The financial statements have been prepared in accordance with the Charity Commission's "Accounting and Reporting by Charities: Statement of Recommended Practice" (SORP 2015), applicable law and the charity's governing document.

A. Report of the Directors/Trustees

A1. Changing Faces – why we exist, our vision, ambition and programmes

Why Changing Faces is needed

There are many reasons why people acquire disfigurements to their face or body such as birthmarks, cleft lips/palates and cranio-facial syndromes, scarring from accidents, burns, violence, self-harm and warfare, cancer and its treatment, eye and skin conditions, and facial paralysis. All of these can affect a person's appearance making their face or body look different, unusual, scarred or asymmetrical, or causing it not to function normally.

It is estimated that over a million children, young people and adults are affected in the UK, including 569,000 with facial disfigurement (1 in 111 of the population).

Modern medicine and surgery is increasingly sophisticated but it can rarely remove a disfigurement completely. People therefore have to live with an appearance which, they report and research confirms, attracts intrusive attention, staring, ridicule, low expectations, patronising remarks, harassment, bullying and rejection. Everyday situations like walking down the street, going on public transport, making friends, starting school, taking part in social and sporting activities, forming intimate relationships and finding jobs can be overwhelmingly difficult. In today's highly looks-conscious society, people with facial and other disfigurements are vulnerable to debilitating self-consciousness and social anxiety, depression, low self-esteem and diminished self-confidence.

They are also subject to prejudice and discrimination because public attitudes towards disfigurement are still pervasively negative. This can cause them to feel socially isolated, sometimes suicidal, and to be un- or under-employed or unable to achieve their potential.

In the UK and worldwide, professionals and policy makers in the health and education systems and in the workplace admit that they fail adequately to embed disfigurement-confidence and address the psychological and social challenges faced by men, women and children with disfigurements.

This situation is unacceptable and unfair. It is the subject of all the charity's work.

Since 1992, Changing Faces has helped directly many thousands of people with disfigurements and their families to face the future with more confidence – and many more indirectly via the NHS and in schools. By influencing public attitudes through the campaign for 'face equality' (like race equality), media coverage and work in schools and businesses and with Government, it has also started to bring disfigurement 'out of the shadows'. It successfully lobbied for disfigurement to be covered by the Disability Discrimination Act (1995) and the Equality Act 2010.

The charity aims to work alongside and complement the work of many individuals, professionals and organisations; there is no other charity worldwide with the remit, professionalism and track record.

Our purpose

Changing Faces began its work in 1992 to create a better and fairer future for people with disfigurements. Changing Faces is here to help people who have a disfigurement find a way to live the lives they want. We are caring campaigners – caring and empowering in supportive, friendly, positive and inspiring ways, and campaigning in our education and advocacy work by being forthright, informed, counter-cultural and determined.

We are here to help people conquer fears, take the first steps and ultimately take control, by being on a client's side and by their side as they define their own sense of identity, their purpose and realise their dreams. We help build people's confidence to live their life on their terms. And we challenge prejudice, respect differences and speak to a world that needs to change.

What we want to achieve

Our vision is an enlightened society that fully accepts and values people with disfigurements.

- We want each person who has an unusual appearance to be engaged fully in living their life without the anxiety or fear of potentially being ignored, physically or verbally abused, harassed, restricted, rejected or ejected.
- We want to see a world which consciously assumes that anyone with a disfigurement is capable of achieving at school, finding love, reaching their career goals or simply going to the pub with their friends on a Friday night.
- A world where people positively welcome a new baby with a cleft lip and palate, invite the school friend who has Apert's syndrome to their child's birthday party, and hear what an interview candidate who has vitiligo is saying.
- We want every teacher to have the same level of ambition for a pupil's academic future, whether they have a disfigurement or not.
- We want every employer to address their unconscious bias and behaviours so these do not influence their judgement when looking at someone's suitability for a role or promotion.
- We want everyone who shapes our culture to commit to rejecting and discarding centuries-old myth and stigmatising language and imagery, which are the origins and excuses for disfigurement prejudice and discrimination.
- We want nothing short of a complete re-framing of disfigurement which tells the truth about this experience and acknowledges people's rights to acceptance on equal terms.

What we do

- We support adults, children and families to live confident, happy lives
- We train health care professionals to provide our unique package of support alongside medical treatment or surgery
- We educate and inform businesses, the NHS and public bodies, schools, and the media to develop new beliefs, expectations and practices
- We influence opinion formers to ensure our important message is heard
- We challenge the public and policy makers to think differently and create a fair society
- We stand up to prejudice wherever it appears and lobby for stronger anti-discrimination laws.

Today Changing Faces is a £1.8m income charity that employs around 40 staff, supported by hundreds of volunteers across the UK. The team includes professionals from psychology, social work, counselling, teaching, economics, human rights law, local government, management, PR, communications and fundraising. In 2015-16, we managed our work under two programmes, Changing Lives and Changing Minds, from our HQ and our Centres in Yorkshire and Scotland.

Changing Lives aimed to improve the confidence and independence of people of all ages with disfigurements (and their families) through our psycho-social support, our volunteer-delivered Skin Camouflage Service, and online self-help guides. We also trained professionals in health care and advocated for NHS services that fully address psycho-social concerns.

Changing Minds promoted 'face equality', advocating fair treatment for all irrespective of their appearance by raising public awareness, challenging public attitudes and countering public examples of facial prejudice, ridicule and stigma, influencing the education sector and employers to create inclusive environments, and lobbying for sound anti-discrimination laws and enforcement.

All our activities are informed by robust evidence and the views of our users.

Our values

- Equality: We challenge face and body prejudice and demand fairness
- Confidence: We help people embrace their appearance and realise their potential
- Unity: We work together and collaborate with clients and others to make a bigger difference
- Rigour: We have high professional standards and are evidence driven.

A2. Headlines of the year – and a brief look forwards

The financial problems of 2014-15 meant that Changing Faces had to make significant cost savings in the first three months of the year (April to June 2015). The savings were made so that Changing Faces' fundamentals – delivering our help, advocating for better services and campaigning for face equality – were not jeopardised but they sadly involved disbanding our team of regional and national Development Managers.

The goals of the five-year Strategic Plan 2012-17 to localise its services and influence throughout the UK was to be sustained through our Centres in Yorkshire and Scotland and our UK-wide Skin Camouflage Service, the operational administration of which was centralised from our London HQ. The Service was also assisted in the summer by the decision of NHS England to make a one-off 'service in distress' grant (in recognition of the impossibility of negotiating local contracts for every one of the 140 clinics) and to offer support to find a sustainable funding method for 2016-17.

The objectives and targets set were deliberately cautious and we can report that our smaller 30-strong staff team rose to the challenge. The top five headlines of Changing Faces activities in 2015-16 were:

- Nearly 1,000 people with disfigurements and their families – the highest number ever – were provided with support, information and advice from our psycho-social services
- Over 4,000 NHS patients with birthmarks, scars and skin conditions were referred to our Skin Camouflage Service – and we celebrated the Service's 40th Anniversary.
- We launched new employment guidance for both employers and individuals under the *What Success Looks Like* campaign (see <https://www.changingfaces.org.uk/campaigning/work>)
- We successfully challenged facial prejudice in the media and the Independent Press Standards Organisation (IPSO) publicised our guidelines for journalists on their website
- We were very active on all social media platforms and our website received over 150,000 visitors – even before it was rejuvenated.

None of this would have been possible without many superb donations throughout the year. Overall, we raised £1.3m in new monies in the year against a target of £1.4m and we kept costs £100k below budget.

We also refreshed our branding to ensure that we are better able to communicate our messages about what we offer and what we advocate for to all audiences.

We look forward to 2016-17 with a new strategic vision based on learning the lessons of the painful financial problems of the last three years. We have decided that the charity should go no further at this stage in trying to localise our services and influence around the UK. Instead, we believe we can achieve much more by being a UK-wide 'catalyst for change' for people with disfigurements and their families – with our Centres being test-beds for what local activity should look like.

Key Performance Indicators

The following key statistics summarise our activity this year:

CHANGING LIVES	2015-16	2014-15	See section
Support Service - Adults, children, young people and families	977	704	A3.1,1; A3.2,2
Skin Camouflage Service – clients seen	3,326	3,643	A3.2,1
Total Clients	4,303	4,347	
Self-help guides downloaded	16,214	15,320	
Health Professionals trained	134	103	A3.1,3
Health Professionals reached	53,000	3,633	A3.1,3

CHANGING MINDS	2015-16	2014-15	See section
Website unique visitors	172,097	137,876	A3.4
TV, radio, press articles	71	69	A3.4
Average Facebook engagement (Average for charities 3%)	17%	14.2%	A3.4
Monthly e-newsletter subscribers	5,800	5,650	A3.4

We believe this is solid evidence of the breadth of our work with children, young people and adults with disfigurements, and their families, with professionals and policy-makers, and our influence on the wider cultural and social environment.

A3. Our achievements and performance in 2015-16

We now report on our charitable work under three headings answering the key questions: **what is it?, why do we do it?, what did we say we would do?, what did we do? And what impact did we make?** We will then outline the main infrastructure developments of the year.

A3.1. *Changing Lives from our London HQ* *costing £375,682; 20% of total expenditure*

Our Changing Lives programme had three components in 2015-16 – providing support, information and advice, evaluating all our services, and training and advocating for better health care.

1. **What? Providing people with disfigurements and their families across the UK with support, information and advice** through our Changing Faces Practitioners delivering our FACES package (see the box below) and via online self-help guides

The FACES Package is tailored by Changing Faces Practitioners to each individual or family and enables them to adjust successfully to living with a disfigurement or to supporting their child. Our experience and independent research confirms that this adjustment is facilitated if people can:

- **Find out** so that they have realistic information about their condition and its treatment
- Gain a positive '**Attitude**' about their future built on resilience and determination
- Cope with their **feelings** by discussing them with family, friends or a Practitioner/professional
- **Exchange** and share their experiences with and learn from others in similar situations
- Strengthen their **Social skills** to manage other people's reactions and make new friends.

Why? Because people with disfigurements to their face and body and parents/families contact Changing Faces because they are unhappy, isolated or lacking confidence. They frequently say that their emotional needs have not been addressed by the NHS, a fact which many clinicians are aware of. But as there is no statutory requirement for psycho-social help to be routinely provided, these gaps are very unlikely to be filled by the NHS any time in the near future.

We said? We would provide support, information and advice for 600 people supported directly by our London-based CFPs and 16,000 by online advice.

We did? This was more than achieved with 711 people and families supported from London and 16,214 people seeking our online guidance.

Impact? Our evaluation systems indicate that all this effort has direct and indirect benefits to our beneficiaries. The headlines of our Client Services Audit for 2015-16 found that:

- 68% of clients had support from a CFP, the rest received information or signposting to other sources of help
- On average, clients rated the helpfulness of the information and signposting they received as 4.7 out of 5 (5 being the most positive score)
- 84% of clients supported by a CFP showed significant improvement afterwards, no clients deteriorated.

The interim findings of the GOSH/Salisbury project are encouraging: patients and clinical teams find the presence of a CFP in clinics very positive. A full report from Sheffield University is expected in spring 2017.

- 2. What? Ensuring quality, monitoring and evaluation** of our support, information and advice, and skin camouflage services and pioneering new ones.

Why? Our fundamental commitment to underpin all we do by thorough research and evaluation goes back to the launch of the charity in 1992. That involved a partnership with researchers at the University of the West of England to demonstrate that psycho-social issues existed and could be effectively tackled – which led to the creation of the Centre for Appearance Research, now a world-leading research centre. We are currently involved in a 'proof of concept' project to evaluate the value of positioning CFPs in the NHS.

We said? We would ensure quality, monitoring and evaluation of all our services and sustain our proof of concept project.

We did? This was only partially achieved because although our data collection systems are comprehensive, financial constraints prevented us from analysing the data for 2014-15. However, we did invest in freelance expert skills to conduct a comprehensive audit of all services delivered in 2015-16.

The proof of concept project at Great Ormond Street Hospital (GOSH) and Salisbury Hospital has continued well with an evaluation framework designed by psychologists at Sheffield University for a report in Spring 2017.

Impact? It is vital to be able to evidence the value of our services and learn from feedback etc.

- 3. What? Training of health professionals and advocating for improved integrated health care.** We offer professionals study days and resources, influence the training curriculums of medical and nursing specialists and seek to embed CFPs into the NHS. We advocate for integrated health care that fully addresses psycho-social issues by making our voice and the voice of our users heard in as many policy-making settings as possible.

Why? We train up health professionals about the psycho-social issues their patients are likely to experience and how they can be addressed, prevented and ameliorated. Our advocacy aims to influence the standards of care in the main medical specialties treating people with disfigurements such as maxillo-facial or plastic surgery, oncology, dermatology and neurology.

We said? We would train 120 health professionals and extend our advocacy to 1,500 GPs and dermatologists through our Look at Me campaign.

We did? We trained 134 and reached over 53,000 GPs via articles in key professional journals. These targets have been met including with the design and disseminating of a factsheet. However the extremely tight NHS budget climate for training meant that, although demand for it undoubtedly exists, we could not justify sustaining a Training Manager.

Impact? The feedback from our training sessions was very positive and included "the group sessions were very helpful", "lots of food for thought", "simple strategies explained and very practical" and "practical/workable ideas to use with my patient group".

We have also been active in NHS England's Clinical Reference Groups for burns, dermatology and head and neck cancer albeit in a very challenging environment, and have brought the views of our users to bear in positive ways through our health advocacy.

A3.2. Local services and influence

costing £1,087,938; 58% of total expenditure

Our local activities in 2015-16 focused upon the Skin Camouflage Service and our two Centres in Yorkshire and Scotland.

- 1. What? The Skin Camouflage Service** advises people with disfigurements on skin camouflage cover-creams (available on GP prescription) and helping alter the appearance of whatever condition, mark or scar is causing them concern. This is done by the trained volunteers of our Skin Camouflage Service, managed and administered from our London HQ. Each volunteer Practitioner completes a three-day training programme run by Changing Faces which is accredited by the Royal College of Nursing. Volunteers have to be re-accredited every three years.

Each clinic appointment lasts for roughly one hour and a volunteer will typically offer two to four appointments to clients in each monthly clinic. The aim of the one-hour consultation is that the client leaves knowing which products to use. Once this product match has been identified by the practitioner – a skill that is learnt during their training programme – they teach the client the techniques that are required in applying and removing the cream.

Why? People contact or are referred for skin camouflage advice who have a range of disfigurements but the most common causes are scarring from acne, self-harm or burns, birthmarks and vitiligo and other skin conditions. About 40% of people who use the service are aged 25 or under. For many of these people, it's not easy to look in the mirror – and dealing with the shock, staring, disgust or even excessive sympathy from others adds to the challenge. Skin camouflage creams can help them to alter the appearance of whatever condition, mark or scar they have – and the empathy of the volunteer supports them too.

We said? We would offer 4,000 Skin Camouflage Service appointments in England, 350 each in Wales and N Ireland and 1,200 in Scotland through c.180 volunteers in c.120 clinic settings, and we would celebrate the Skin Camouflage Service's 40th Anniversary.

We did? After a careful rationalisation of our clinics in the aftermath of our cost savings measures, we actually offered 3,300 sessions in England, and 864 across the devolved nations through 40 fewer volunteers and just 94 monthly clinics.

The Skin Camouflage Service's 40th Anniversary was duly marked in London and Edinburgh with training days attended by 75 volunteers with celebratory receptions in the evenings to which retired volunteers, support groups and representatives of the skin cream manufacturers came.

Impact? The headlines of our Client Services Audit for 2015-16 found that:

- 91% of users surveyed rated the Skin Camouflage Service as helpful or very helpful in relation to their reasons for seeking skin camouflage
- 89% of users surveyed said that skin camouflage helped them to manage their appearance related concerns more easily

- 2. What? Supporting and advocating for people with disfigurements via our Centres:**

- Our Centre in Edinburgh provided psycho-social help for children and young people and their families and initiated a new programme for educating teachers and schools on face equality
- Our Centre in Sheffield provided support, information and advice help for adults, children and young people with disfigurements and their families.

Why? Changing Faces' first regional Centre for people with disfigurements opened in Sheffield in 2013 and the second in Edinburgh in early 2015. They were strategic responses to years of consistent requests from our users across the UK that we make our services more readily available outside of London. Each Centre aims to provide at regional/national level the specialist services and, if possible, the advocacy which was previously only done from our London HQ.

We said? We would provide support for 500 people and families in our Centre in Yorkshire.

We did? This was achieved with 251 new clients and c.300 ongoing ones being supported in our Sheffield Centre, the Sheffield Children's Hospital and the Street Lane GP Practice in Leeds. We also pioneered a new programme of workshops: Beauty Inside & Out (June) for adults, Teenage Beauty Inside & Out (in November) and Communicating with Confidence (in January).

We said? In our Centre in Edinburgh:

- 250 children, young people and families would be supported by a CFP (CYP) based at our Centre in Edinburgh but despite immense efforts to promote this service, only 25 clients were referred to it. After consulting the funder, the Big Lottery Fund, it was agreed to discontinue this service at the end of March 2016.
- 30 schools would be reached and 'trained'. Our Face Equality Adviser in Schools was welcomed in 37 schools talking to hundreds of pupils and students.

In addition, the NHS Greater Glasgow & Clyde Health Board has agreed to fund Years 2 and 3 of the CFP(CYP) being embedded within the Royal Hospital for Sick Children. And the funding from the Sick Kids Friends Foundation of the CFP(CYP) embedded in the Royal Hospital for Sick Children in Edinburgh has been extended to June 2017.

Impact? Our work in Yorkshire has brought great feedback from both clients, families and clinicians. One client talked of the service 'helping me to find the real me' and one clinician repeatedly talks of the service as 'a clinical lifeline'.

The headlines of our Client Services Audit for 2015-16 found that:

- Around 96% of clients had support from a CFP, the rest received information or signposting to other sources of help
- On average, clients rated the helpfulness of the information and signposting they received as 3.6 out of 5 (5 being the most positive score)
- 83% of clients supported by a CFP showed significant improvement afterwards, no clients deteriorated.

Our Face Equality in Schools work in Scotland has been very well-received. For example, when young people in schools were asked their views before a workshop, 29% said they didn't know where to look or how to behave if meeting someone with a disfigurement; after the workshop, 98% said they now knew.

A3.3. Changing Minds from our London HQ *costing £163,325; 9% of total expenditure*

Our Changing Minds programme had three components in 2015-16 driven by a small team and supported by our champions: supporting teachers and schools to promote face equality in schools, advocating for face equality in workplaces and in customer service, and challenging the social and traditional media to respect face equality.

Why? The rationale for all of this is that research and the 24 years of Changing Faces' experience confirm that children and adults with disfigurements are not treated fairly in Britain's looks-obsessed culture. Their opportunities are restricted and their risk of low self-esteem and poor mental health is much higher than the general population's.

Why does this happen? Our analysis is that facial prejudice (which underpins disfigurement discrimination) is deeply rooted in the public mind. In 2008, an independent study of public attitudes showed that whilst claiming not to treat people with facial disfigurements unfairly, nine out of 10 people found it very difficult to associate positive characteristics to them. They were judged less attractive and should not expect as much from life, were less likely to succeed and were less easy to be with in social encounters.

We believe that such unwitting prejudice allows and legitimates negativity, unfairness and low expectations to people with disfigurements in the media, at work and many settings. There is also some evidence that unfamiliarity is at the heart of such prejudice. When people have undertaken the same public attitude test after exposure to the Changing Faces website, the extent of the bias was reduced somewhat. But for most people with disfigurements, the unfairness is an everyday experience restricting their opportunities and ability to make choices and fulfil their potential.

Since 2008, Changing Faces has been active in tackling the sources of unfairness in Britain under the campaign banner of 'promoting face equality'. Face equality is about being treated fairly, with respect and equally irrespective of your facial appearance. It is about creating a society in which everyone is valued for the unique contribution that they can make.

1. What? Supporting teachers and schools to promote face equality in schools.

We said? We would support teachers and schools with five new resources and two articles.

We did? We produced those five resources including one with the University of Exeter on faces in history. One article was superb feature in The Guardian. A student at Stanford University in the States who had made RJ Palacio's book *Wonder* the focus of her Masters' thesis, helped us to create and eventually trial new *Wonder* resources in six schools in Scotland and London.

We also continued to influence key decision-makers in the Department for Education and Ofsted, and Ofsted Inspectors now routinely inspect schools to check that anti-bullying policies cover face equality issues. We have also done considerable work with the Equality and Human Rights Commission (EHRC) and the Anti-Bullying Alliance.

Impact? Comments from teachers include, from a London school, *"Our link with Changing Faces has made the topic of Wonder so much more meaningful. I know as a team we look forward to embedding this further into our work"*, and, from a school in Scotland, *"Very informative and thought-provoking presentation. Very useful in increasing staff confidence and giving tools for addressing the reactions of other pupils to a child with a disfigurement."*

2. What? Advocating for face equality in workplaces and in customer service.

We said? We would provide 15 awareness sessions with employers.

We did? We exceeded that by ten and also launched at an event for recruiters hosted by Taylor Wessing our Guidance for both employers and individuals under the *What Success Looks Like* campaign (<https://www.changingfaces.org.uk/campaigning/work>). The #ServeAlex campaign following the refusal of customer service to Alex Barker in a pub in Falmouth, attracted much media and social media coverage and led to work with the British Beer and Pub Association on customer service, an issue that caused other companies to seek Changing Faces' expertise.

In addition, we have also taken opportunities to press for improved anti-discrimination legislation by meeting with the Government Equalities Office and the Equality and Human Rights Commission, and giving evidence to the House of Lords' Select Committee enquiry on the Equality Act 2012 (in which people with disfigurements are theoretically protected).

Impact? We have received many positive reactions from employers such as this: *"Changing Faces has given us [at the National Portrait Gallery] invaluable support by designing and delivering additional sessions on how unconscious bias can affect the recruitment process and other aspects of working life. The sessions have worked extremely well so far and we look forward to benefiting from their expertise for the remainder of this year."*

3. What? Challenging the social and traditional media to respect face equality.

We said? We would extend our social media impact so as to promote positive role models and challenge negative or stereotypical portrayals of people with disfigurements in the media.

We did? This has been strongly achieved; here are some headlines:

There was much social media interest in BBC3's documentary fronted by Adam Pearson in the autumn called 'The Ugly Face of Disability Hate Crime'. This led to Changing Faces supporting him when he appeared on BBC TV's Crimewatch and with articles in the printed press.

The Daily Express published an article online entitled "39 of the world's worst mug shots" about which we complained to the newspaper and IPSO (the Independent Press Standards Organisation); the paper removed the article and issued an apology: *Changing Faces – A Complaint: On the 8 April 2015 we published an article entitled "39 of the world's worst mug shots" which depicted individuals that have unusual appearances, including those that are a result of medical injuries or conditions. Following a complaint from Changing Faces, the article was removed. We accept that the article was in poor taste and we apologise for any offence it may have caused.* IPSO also published our media guidelines on its website.

We also developed a manifesto for Face Equality to encourage all prospective party candidates in the general and other elections to support our cause and supported an exhibition at the Royal Birmingham Society of Artists (RBSA) Portrait Prize Exhibition in July - August 2015.

Impact? The impact of media-challenging activities is hard to measure and we intend to invest more in this in 2016-17. But the scale of our efforts has grown significantly:

- Our social media audience grew to c 11,300 across all platforms
- Our social media reach at the end of year was 37.7m users
- Print and online reach of all news and magazine content was c 62m worldwide.

A3.4. Pan-charity infrastructure: PR/Communications, Users and Operational Support costing £299,175; 16% of total expenditure (allocated across Charitable Activities)

What is it? And why do we do it?

1. PR and Communications is vital to promote our cause and protect the reputation of the charity. We are pleased to report a continuing upswing in all our communications work:
 - we achieved over 70 print/online articles and over 172,000 unique website visitors
 - we relaunched our e-newsletter – as 'Viewpoint' – in late September
 - we undertook a complete refreshment of our branding (supported by funding from L'Oréal and the Santander Foundation) which was strongly applauded after its late-March launch.
2. User and volunteer engagement: Our relationships with all our users is absolutely fundamental to Changing Faces because their views and experiences inform all we do. During 2015-16, we reviewed with our Users' Council and Young People's Council how we could strengthen and streamline our user involvement in the charity to ensure that users' voices are at the heart of all our activity in an era when online and social media makes talking to users so much easier.

Although we celebrated 10 years of the Young People's Council, it was unanimously agreed to disband both Councils and create a new 'community of users' that would be much more agile and responsive to events and projects. A set of standards and processes for all our volunteers will be launched in July 2016 with a volunteer e-newsletter including opportunities, news on projects and seek feedback.

3. Operational Support: Changing Faces employs a small team to ensure robust finance arrangements, efficient IT and HR practices, effective legal management and smart office administration. All these objectives were achieved providing the charity with the vital infrastructure that the charity needs. During the year Changing Faces successfully and smoothly implemented Auto Enrolment for the pension scheme.

A3.5. Income generation including fundraising

Changing Faces began 2015-16 knowing that it had to considerably improve all aspects of its income generation in order to start to rectify the shortfalls of 2014-15. The Trustees set a deliberately cautious budget which envisaged £1.4m being raised in new funds (to add to the pledges already received totalling £550k) which offset against costs would replenish Unrestricted Funds by c.£150k. By year-end, costs had been contained by £100k below budget and £1.3m in new monies had been raised.

1. Contracts for NHS services

Ever since the NHS reforms of April 2013 which insisted on local contracting, it has proved exceedingly difficult for Changing Faces to recover the costs involved in providing the advice of our Skin Camouflage Service to the 4-5,000 NHS patients referred to it by GPs, dermatologists, plastic surgeons and other health professionals. This problem was drawn to the attention of Simon Stevens, CEO of NHS England and we are grateful to him for his attention to the matter. After extensive negotiations, Changing Faces received a one-off grant of £150k in recognition that the Service was 'in distress' and liable to be decommissioned by default due to the contracting methods now in operation. This certainly helped towards the costs but was only c.50% of the funding required. Some contracts at local level were sustained but the Service relied on other charitable funding for its viability.

Contracts for the Skin Camouflage Service in Scotland, Wales and Northern Ireland continued to be exceptionally difficult to secure but it was decided to continue to offer the advice relying on charitable trust and other funding.

NHS England also offered to support the search for a sustainable method of funding the Service in 2016-17. A single CCG contract and invoicing on a Non-Contract Activity basis is being implemented in 2016-17.

2. Fees, consultancy etc for services

Our consultancy and training work with employers, with NHS health professionals and those who wish to be trained as Skin Camouflage experts raised modest sums again as all these organisations experienced tight budgets where training was squeezed.

3. Fund-raising

Changing Faces re-focused its fund-raising energies led by its Chief Executive on the three sources of funding that had yielded the highest return on investment in previous years:

- Bids to larger charitable trusts, the Lottery and Government bodies
- Arenas where relationship fund-raising can be yield substantial donations such as with smaller charitable trusts, corporates and high-net worth individuals
- Special events like Galas led by celebrities.

We also injected new energy into attracting individual donations and volunteer fund-raising (ie: volunteers doing challenge events/organising events) including by refreshing our branding.

We have been delighted and very grateful indeed for the massive generosity of many individuals, companies and charitable foundations. The headlines were:

- Gala: our annual Gala in March 2016 was 'The Changing Faces of Satire', again supported very generously by Taylor Wessing, starred Patron, Jan Ravens, and Ian Hislop, Private Eye Editor with Lewis MacLeod and John Lloyd recalling the history of satire and performing new sketches. The hilarious evening was attended by 250 guests who bid brilliantly on the live and silent auction so that, after all costs, over £115,000 was raised on the night. We thank all performers, bidders and those who gave auction prizes.

CHANGING FACES

REPORT OF THE DIRECTORS AND TRUSTEES for the year ended 31st March 2016

Corporate support: As well as Taylor Wessing (which also supported us through a carol service and the arctic challenge), we have been delighted by the support given by BMJ and Fieldfisher both of which chose Changing Faces as their charities of the year. Lloyds Bank (where a team organised a 'Face the Fast Bowler' challenge) and L'Oréal which supported the re-branding and other companies such as Avantec and Novartis Pharmaceuticals UK Ltd all contributed to a very satisfying year of corporate fundraising.

- Challenge events: we had a 6-strong London Marathon team which raised a total of £15,523 and our Face Your Fears initiative in the autumn 2015 saw many people undertake crazy activities. Twelve people, including the Chief Executive, made their debuts as stand-up comedians (tutored by Logan Murray) which received considerable social media attention and was a great success. The Vichy Dermablend team at L'Oréal undertook a marathon relay on Clapham Common.
- Individual donations: we stepped up our efforts to nurture donations from our supporters including through another Christmas appeal and much social media activity. Although the latter is still hard to use effectively, we have been delighted by the great generosity of many people.
- Community fundraising: this has mainly involved our fundraisers in the Centres in Yorkshire and Scotland organising local events (like a Glasgow pub quiz, gift wrapping sessions and individual events), encouraging volunteer fundraising in challenge events (like the Percy Pud 10k run in Sheffield) and reaching local schools and companies (such as an RBS event on payroll giving).
- Charitable trusts, statutory and Lottery grants: We made many bids for support and received positive responses from many foundations across the country with core and restricted donations. We are particularly grateful for gifts of £10,000 and over from:
BBC Children in Need
Big Lottery Fund (England)
Big Lottery Fund (Scotland)
Childwick Trust
John Coates Charitable Trust
The Peter Cundill Foundation
Ellem Foundation
Leathersellers' Company Charitable Fund
Lennox Hannay Trust
James Tudor Foundation
Persula Foundation
Raisby Trust
P F Charitable Trust
Geoff & Fiona Squire Foundation
Sheffield Children's NHS Trust Foundation Hospital – Children's Charity
Thompson Family Charitable Trust
Miss Hazel M Wood's Charitable Settlement

As the year ended, we were delighted to receive two new grants for 2016-17 and the future: from the Garfield Weston Foundation for our psycho-social service in London and Sheffield, and from the John Ellerman Foundation for the training of our Skin Camouflage volunteers.

We wish to thank every single individual and institution who has supported Changing Faces in any way during the year. We assure them all that their gifts have been used very purposefully to create a better and fairer future for people with disfigurements to their face or body.

The Trustees are determined that Changing Faces' attempts to raise funds will be maintained and increased in 2016-17 and beyond.

A4. Looking forward – our aspirations for 2016-17 and beyond

Changing Faces is looking forward to 2016-17 with greater confidence that it can build on the achievements of the last year and sustain its income generation success. The Trustees, management and staff are also united around a new strategic vision. In place of the now unfeasible 2012-17 strategy to localise our services and influence around the UK, we now intend to be a highly effective UK-wide 'catalyst for change' for people with disfigurements and their families – with our Centres being test-beds for what local activity should look like.

The new strategic vision

Over the next three years we will aim to raise sufficient funding for our team and our volunteers to be a highly effective **catalyst for change** informed by evidence and user voices through

Changing Lives: becoming **a centre of excellence** for

- Supporting people and families via our empowering support, information and advice and skin camouflage services
 - making them as accessible as possible to people across the UK
 - exploring, pioneering, testing and publicising new ways for delivering them such as through online tools, new groupwork models, or other methods
- Training health professionals by
 - offering face-to-face sessions and e-learning for individual clinicians and teams
 - extending the training and induction of Changing Faces Practitioners in the NHS
- Influencing the NHS by advocating for improved confidence-building services
 - bringing evidence-based arguments to bear in NHS commissioning discussions
 - lobbying for clinicians in key specialties to be trained on psycho-social issues.

Changing Minds: transforming **the campaign for face equality** into a movement by

- Extending our influence on schools and businesses to create inclusive environments
- Building up a campaigning team to
 - raise public awareness about disfigurement and challenge negative attitudes
 - counter media and public examples of facial prejudice, ridicule and stigma
 - promote examples of people with unusual looks leading successful, fulfilled lives
- Pressing for improved anti-discrimination legislation and enforcement.

How do we envision making these aspirations happen?

We envisage 2016-17 being a year of careful consolidation, thought and development of our Changing Lives work and the start of a gradual and directly-funded extension of our Changing Minds campaigning for face equality.

We aspire to grow both these programmes in 2017-18 as we will mark the 25th anniversary of the charity with the first UK Face Equality Day on a date in May. By 2018-19, our centre of excellence model will have been developed too so as to make Changing Faces a powerful charity that stands up to a world that needs to change.

The leadership of Changing Faces

The current Chief Executive of Changing Faces, James Partridge, founded Changing Faces in May 1992 and has led it since. He has agreed with Trustees that it is important and timely to search for and appoint his successor in 2016-17. Until that appointment is made, he will continue as Chief Executive and will lead the charity's income generation and fundraising throughout the year.

He will also continue to be closely allied to Changing Faces in the future but not involved in its strategic or operational decision-making. The Trustees have asked James to take responsibility for exploring a possible international role for Changing Faces and to report his conclusions to the management and Board of Trustees for decisions. This research project is expected to take up to a year and be funded by non-UK sources. His formal title will be (provisionally) Founder and Adviser.

A5. Financial Review

Commentary on the Accounts

The Balance Sheet shows Unrestricted Funds of £1.39 million (2015: £1.31 million), including the value of the Squire Centre, purchased in 2004.

Income and Expenditure Account

Our Unrestricted Funds show, after transfers, a surplus of £80,457 (2015: £nil) and our Restricted Funds stand at £151,894 (2015: £264,664). The Trustees are also able to declare that, going into 2016-17, the charity has pledges of £299,893 (compared with £289,554 at the start of 2015-16) all for projects rather than core income. The most notable features of the Income and Expenditure Account are:

Income

- Total Income from donations and legacies decreased by 1%, to £1,246,326 (2015: £1,256,091).

Expenditure

- Expenditure on our charitable activities increased by some £55,936, or 3.5% to £1,649,321 (2015: £1,593,385).
- Fundraising costs decreased by 25% to £231,020 (2015: £308,923) largely due to changes in Fundraising staffing and lower costs of the Gala.

The Balance Sheet

- An overall reduction of £32,313 (2%) is shown in net assets.

Reserves Policy

The Trustees of Changing Faces aim to manage the limited cash reserves of the charity carefully with the following principles in mind:

A target for free reserves has been set as 6 months of total expenditure which currently equates to £956k based on budgeted spend. The current level of unrestricted reserves is £1,385,925, from which the Trustees in the previous year chose to designate all of these funds as a property fund to emphasise the investment that the charity has made in previous years in the fabric of its head office. The charity therefore had no free reserves. In the current year the Trustees have decided not to designate further amounts into the property fund, but instead to retain the surplus for the year as a free reserve.

As with many other charities, Changing Faces' costs are principally staff costs which are regular committed spend, as compared with its income which is a mixture of regular and volatile income streams. For this reason, on a day to day level the Trustees do not review 'free reserves', but consider the cash management of the charity. Cash flow projections and budgets are prepared regularly and reviewed by the Trustees to ensure that they are on target and sufficient to meet the operational needs of the charity. At the year-end cash reserves were £667,014, and net current assets were £617,039 which the trustees deem to be adequate and in line with their target.

Restricted Funds

- The Restricted Funds available are to be used for purposes specified by the donors and should remain in cash form. These funds will be managed in approved Bank Accounts that enable them to be accessed quickly but also earn as high interest as possible.

Investment management

- The Trustees will consider employing the expertise of an Investment Adviser once the unrestricted cash reserves of the charity reach an appropriate level.
- With the charity's cash reserves at their current level, all liquid assets are held in cash at UK regulated banks, including short-term High Interest Deposits, to allow for timely access.

Isle of Man

The Trustees confirm that in the year ended 31st March 2016 income in respect of activities in the Isle of Man amounted to £nil (2015: £nil) and expenditure amounted to £nil (2015: £nil). It was resolved in January 2015 to de-register as a company and as a charity in the Isle of Man and this was effected during the year.

A6. The Governance of Changing Faces

Administrative details

Changing Faces is a Registered Charity (No: 1011222), a charity registered in Scotland (No: SC039725), a Company Limited by Guarantee (No: 02710440), registered in England and Wales. During the year under review it de-registered in the Isle of Man as a company (ref 5670F) and as a charity (no 1099). It has no share capital. The liability of members in the event of a winding up is limited to £1. The members are the Trustees and Directors of the Charity.

The legal objects of the charity

The objects of the charity, as set out in the Memorandum and Articles of Association, are as follows:

1. To help those who suffer from facial or other disfigurement to overcome social, physical, psychological, emotional disadvantage by way of counselling and training in social skills
2. To promote knowledge of the special problems associated with disfigurement through all types of educational medium
3. To provide training and assistance to those who are in contact with disfigured people whether socially as relatives or friends or at work or in the course of specific professional contact or healthcare support generally.

Trustees and Directors

The following Trustees/Directors served between 1st April 2015 and 18th July 2016. Brief biographical information on current Trustees is available at <https://www.changingfaces.org.uk/about-us/who-we-are/trustees>

David Clayton (Chairman) * ***	from 16th April 2015
Mark Landon (Company Secretary and Deputy Chairman) *	
David Rough (Hon Treasurer) ** ***	
Dr Richard Castle *	
Prof Tony Cline	
Pieter Folmer **	
Dr Mary Glover *	
Susan Harrison	
Victoria Hunt	from 11th June 2015
Dr Felicity Mehendale	
Mike Okninski ** ***	
Nicola Sawford (Chair, Audit Committee) ** ***	
His Honour Judge Paul Thomas QC	
Chris Walker FRCS	
Stephen Woodford	to 31st July 2015

Members of Board Committees:

*	Nominations Committee
**	Audit Committee
***	Finance Committee

Registered Office and principal address

Changing Faces, The Squire Centre, 33-37 University Street, London WC1E 6JN

Solicitors

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

Auditor

haysmacintyre, 26 Red Lion Square, London WC1R 4AG

Bankers

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

Patrons and Advisers

Changing Faces invites well-known, respected people to be Patrons. They do not have any decision-making powers but receive regular reports about the charity's work. They are:

Sir Christopher Benson

Rory Bremner

Michelle Dockery

Lord Fellowes of West Stafford

Jan Ravens

William Simons

Fiona Squire

Simon Weston OBE

Benjamin Zephaniah

The Trustees are advised and supported in their work by an Advisory Panel composed of a multi-disciplinary group of experts, professionals, parents and people with disfigurements which has no decision-making powers. A community of users of all ages, formerly constituted as the Users' and Young People's Councils, also advise and guide the charity's strategy and activities.

Governance

Changing Faces believes that the overall principle that should guide the governance of the charity is that: "each level of management should take decisions for which they are accountable and should not take decisions which are properly the decisions of the next level".

The following sections from the Governance and Management Manual make explicit where decisions are made and where accountability lies. In particular, the Trustees who are responsible for the overall governance of the charity are required to make decisions on the following:

Statutory Matters

- Approval of Annual Report and Financial Statements
- Remuneration of the auditors and any recommendations as to the appointment or removal of auditors
- Approval of resolutions and corresponding documentation to be put to members at the AGM

Board

- Terms of reference of Board Committees
- Role specifications of the Chair, Hon Treasurer, Hon Secretary and Chair of the Audit Committee
- Approval of the terms and conditions of the Chief Executive
- Appointment or removal of Chair, Treasurer, Secretary and Trustees.

General and Financial Management Matters

- Approval of strategy
- Approval of annual budgets, staff numbers and overall pay rates
- Approval of changes to the management and control structure
- Review of risk management arrangements
- Review of overall governance arrangements
- Approval of rules (and revisions thereto) relating to approval authorities for:
 - capital expenditure
 - major programmes/material contracts
 - financial guarantees and comfort letters
- Approval of financial and investment policies
- Approval of the principal terms of borrowing agreements
- The granting of legal charges over any asset.

Miscellaneous Matters

- Adoption of, and changes to, pension arrangements
- Approval of health and safety policies and all other policies relating to information governance, equal opportunities, confidentiality, child protection, grievance etc
- Approval of changes in professional advisers to the charity.

Board Committees

There are three Committees of the Board:

- The Nominations Committee, consisting of four Trustees, was established in April 2007. It is responsible for ensuring there is an appropriate range of expertise amongst the Trustees, and for making recommendations to the Board on the recruitment of Trustees. It meets at least once a year, and twice in the year under review.
- The Audit Committee, consisting of four Trustees, was established in March 2008. It is responsible for examining and reviewing, with the auditors, the adequacy of Changing Faces' accounting, financing and operating controls and ensuring all statutory and regulatory requirements are met, making recommendations to the Board relating to the charity's accounts. It meets at least twice a year, normally once to review the audited accounts prior to submission to the Board, and once for an in-depth consideration of internal audit matters and risk management. In the year under review it met three times.
- The Finance Committee, consisting of four Trustees, was established in December 2012 initially as an informal group, meeting regularly to support the Treasurer, and was formally constituted as a Board Committee in May 2016. It meets at least six times a year, prior to each Board meeting, and normally monthly.

Recruitment, Induction and Training of Trustees

The Nominations Committee regularly reviews the skills, experience and interests of the Trustees. Candidates with appropriate experience are sought through wide networks and open invitation to apply to fill the vacancies on the Board.

New Trustees are provided with a formal induction programme incorporating the opportunity to meet key staff, and an induction pack of documentation such as the charity's constitution, recent Annual Reports and Accounts, recent Board minutes and current Strategic Plan. Opportunities for training are made known to Trustees, and budget is provided for this purpose.

Management

The following terms of reference apply to management:

- CEO: responsible for the overall management of the charity, ensuring all programmes are effectively resourced and appropriately co-ordinated. Accountable to the Trustees.
- Management Team (all Heads of Teams): collectively responsible for managing the charity including communicating to the whole Team. Led by and accountable to the CEO.

- The Wider Management Team (WMT): responsible for assisting the MT with the operational management and delivery of the charity's affairs. Led by and accountable to the CEO.
- Heads of Programmes/Teams: responsible for the development, direction and management of their Programmes. Accountable to the CEO.
- Staff Team: responsible for carrying out the activities of their Programme as defined by their individual Operational Plans and their job descriptions. Accountable to Head of Programme/Team.
- Project Managers: staff with project management responsibilities are delegated budgets for their projects and an agreed level of decision-making. Accountable to Head of Programme/Team.

Structure

The organisational structure as at 1st April 2016 is shown in Annex 1.

Remuneration of key management personnel

The charity's Salary Policy are subject to annual review, and sets out the parameters for remuneration for all employees. Changing Faces seeks to set its salary levels for paid staff by reference to market rates relevant to the nature of the work of its staff, within the context of a voluntary sector organisation supporting and promoting the interests of people with disfigurements. The Charity is committed to empathy, professionalism, equal opportunities, empowerment and integrity.

The Policy incorporates a statement of commitment to paying at least the London Living Wage for staff based in London, and at least the UK Living Wage for those based out of London. The Policy also incorporates a statement of commitment to a pay ratio of not more than a multiple of 4 for the highest paid compared with the median salary, annualised for full-time equivalents, which, at 31 March 2016, was £29,300.

Salary Scales are subject to annual review in light of the charity's financial position.

Management of risk

- During 2015-16, the Trustees reviewed all the policies affecting the operation of Changing Faces (eg: re information governance, health and safety, equal opportunities, confidentiality etc).
- The Trustees have also monitored the Risk Assessment and Management of the principal areas of the charity's operations and considered what needed to be done to manage the major risks that may arise, including with respect of adverse publicity.
- In the opinion of the Trustees, Changing Faces has the resources and systems in place that, under normal conditions, should allow the risks identified by them to be mitigated to an acceptable level in its day-to-day operations.
- CEO report to each Board incorporates an assessment and commentary on the risks identified including emerging issues and their management
- Key risks, and the charity's mitigation of these risks, include:
 - Financial risks – the challenging economic climate continues to cause pressure on income generation and fundraising targets, and some income streams are vulnerable to economic turmoil. Mitigation includes:
 - Fundraising progress is monitored on a monthly basis
 - Management accounts and cash flow are prepared and monitored monthly by budget holders and management
 - The Finance Committee (until May 2016, Finance Group) reviews management accounts prior to presentation to the Board
 - Clinical governance – providing direct services to clients requires robust quality frameworks and Standard Operating Procedures and ongoing work to embed, review and refresh these. Mitigation includes:
 - There is a programme in place of induction and ongoing refresher training for all staff working with clients

- There is a programme in place of induction and ongoing annual refresher training for the volunteer Skin Camouflage Practitioners
- All staff and volunteers receive refresher training on safeguarding matters, as appropriate to their role
- Information governance – ensuring that personal data is stored and handled securely. Mitigation includes:
 - The Information Governance Group, chaired by the CEO, meets monthly and reports to each Board meeting
 - Changing Faces completes and is appropriately compliant with the Health and Social Care Information Centre (HSCIC) Information Governance Toolkit
- Reputational risk – ensuring the reputation of the charity is safeguarded especially in media and social media. Mitigation includes:
 - The Reputation Management Policy is regularly reviewed to ensure appropriate control over external statements and messaging
- Personnel risk – ensuring staff welfare, workload and morale is regularly considered and mitigating actions taken. Mitigation includes:
 - The Annual Staff Survey provides an opportunity in addition to regular line management meetings, for issues to be raised. The survey is anonymous and the findings analysed independently.
 - The Chair, usually accompanied by one or more Trustees, presents to the staff team shortly after each Board meeting, providing a forum for issues to be raised and discussed.

Public Benefit

- We 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. We believe that our services are widely publicised and available to all who would benefit. Please refer to details in section A3, Achievements and Performance.

A7: 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:

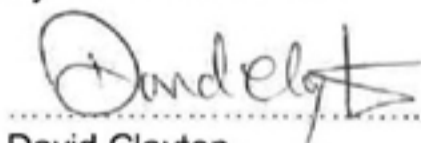
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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.

Auditors

A resolution will be proposed at the next General Meeting of Members that haysmacintyre be re-appointed as auditors to the company for the ensuing year.

By Order of the Board



David Clayton
Chair of Trustees

18th July 2016

B. Report of the Auditor

We have audited the financial statements of Changing Faces for the year ended 31st March 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of Trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out in the Report of the Trustees, 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. We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

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 2016 and of its net movement in funds, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).


Opinion on other matter prescribed by the Companies Act 2006


In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; 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 exemption in preparing the Trustees' Report or the requirement to prepare a Strategic Report.


Richard Weaver (Senior Statutory Auditor)
for and on behalf of haysmacintyre, Statutory Auditor
Registered Auditors

 18 July 2016

26 Red Lion Square
London
WC1R 4AG

CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31st March 2016

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

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £	Total Funds 2015 £
Income from					
Donations and legacies		834,526	411,800	1,246,326	1,256,091
Charitable activities		341,174	-	341,174	174,720
Other trading activities		142,657	-	142,657	213,254
Investments		594	-	594	1,465
Other	3	116,853	424	117,277	2,435
Total		1,435,804	412,224	1,848,028	1,647,965
Expenditure on					
Raising funds		231,020	-	231,020	308,923
Charitable activities		1,124,327	524,994	1,649,321	1,593,385
Total	4	1,355,347	524,994	1,880,341	1,902,308
Net income/(expenditure)		80,457	(112,770)	(32,313)	(254,343)
Net movement in funds	5	80,457	(112,770)	(32,313)	(254,343)
Reconciliation of funds:					
Total funds brought forward		1,305,468	264,664	1,570,132	1,824,475
Total funds carried forward		1,385,925	151,894	1,537,819	1,570,132

All amounts relate to continuing activities. All recognised gains and losses are included in the income and expenditure account. The accompanying notes form part of these financial statements.

CHANGING FACES

Company limited by guarantee

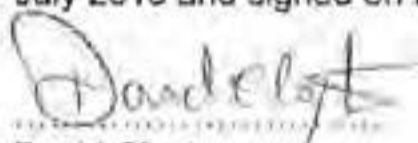
Registered Company No: 02710440

BALANCE SHEET as at 31st March 2016

	Note	2016 £	2016 £	2015 £	2015 £
Fixed assets					
Tangible assets	7	1,437,858		1,457,300	
Total fixed assets			1,437,858		1,457,300
Current assets					
Stock	8	457		1,563	
Debtors and prepayments	9	158,485		116,353	
Cash at bank and in hand		667,014		486,838	
Total current assets		825,956		604,754	
Liabilities					
Creditors: amounts falling due within one year	10	(208,917)		(111,961)	
Net current assets			617,039		492,793
Total assets less current liabilities			2,054,897		1,950,093
Creditors: amounts falling due after more than one year	11		(517,078)		(379,961)
Total net assets			1,537,819		1,570,132
Restricted income funds	13		151,894		264,664
Unrestricted funds:	13				
Designated funds	13	1,305,468		1,305,468	
Free reserves	13	80,457		-	
	13		1,385,925		1,305,468
Total funds			1,537,819		1,570,132

For a full analysis of the make-up of the reserves of £1,537,819 please refer to Note 13 of these accounts and the reserves policy detailed on page 16.

The financial statements were approved by the Board of Trustees and authorised for issue on 18th July 2016 and signed on their behalf by:


David Clayton
Chair of Trustees


David Rough
Honorary Treasurer

The accompanying notes form part of these financial statements.

CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

STATEMENT OF CASH FLOWS

	2016 £	2016 £	2015 £	2015 £
Cash Flows from operating activities:				
Net cash provided by/(used in) operating activities		192,568		289,214
Cash flows from investing activities:				
Bank interest received	594		1,465	
Payments to acquire tangible fixed assets	(791)		(9,048)	
Net cash provided by/(used in) investing activities		(197)		(7,583)
Cash flows from financing activities:				
Cash inflows from new borrowing	-		392,156	
Repayments of borrowing	(12,195)		-	
Net cash provided by/(used in) financing activities		(12,195)		392,156
Change in cash and cash equivalents in the reporting period		180,176		95,359
Cash and cash equivalents at the beginning of the reporting period		486,838		391,479
Cash and cash equivalents at the end of the reporting period		667,014		486,838
Reconciliation of net income/(expenditure) to net cash flow from operating activities				
	2016 £		2016 £	
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		(32,313)		(254,343)
Adjustments for:				
Depreciation charges		19,839		21,473
Bank interest received		(594)		(1,465)
Loss on the sale of fixed assets		394		-
(Increase)/decrease in stock		1,106		(181)
Increase)/decrease in debtors and prepayments		(42,132)		(38,880)
Increase/(decrease) in creditors		246,268		(15,818)
Net cash provided by/(used in) operating activities		192,568		(289,214)
Analysis of cash and cash equivalents				
	2016 £		2015 £	
Cash at bank and in hand		667,014		486,838

C. 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

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives trustees confidence the Charity remains a going concern for the foreseeable future.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. No restatement of items has been required in making the transition to FRS 102. The transition date was 1 April 2014.

Income

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

Donations and legacies

Donations income is accounted where there is entitlement, probability and is measurable. For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and 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.

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.

Donated Assets

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

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

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:

Leasehold property	-	Over duration of lease
Office equipment	-	25%
Office furniture	-	20%
Computer equipment	-	25%

The leasehold property is held on a 105 year lease commencing from November 2004.

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

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.

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.

Unrestricted Funds: These are funds available for use at the discretion of the Trustees in furtherance of the objectives of the charity. These include funds which have been designated by the Trustees for anticipated use on specific projects.

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.

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.

3. OTHER INCOME

£110,000 was received from University College London Hospital NHS Foundation Trust in consideration of the release of Rights to Light further to the development of property adjoining Changing Faces' premises.

4.a ANALYSIS OF TOTAL RESOURCES EXPENDED

	Staff costs £	Other £	Total 2016 £	Total 2015 £
Charitable Activities				
Changing Lives - London				
Adults	65,530	29,615	95,145	92,455
Children and Young People	102,461	39,366	141,827	176,911
Health Training	60,441	12,043	72,484	83,535
Health Advocacy	52,752	13,474	66,226	77,221
Local Services and Influence				
Local Services	606,241	251,520	857,761	780,273
Skin Camouflage Service	147,892	82,285	230,177	184,495
Changing Minds				
Education	63,559	11,370	74,929	54,416
Employment	48,824	8,398	57,222	88,459
Public Attitudes	26,049	5,125	31,174	55,620
PR and Communications				
PR and Communications	-	22,376	22,376	-
	1,173,749	475,572	1,649,321	1,593,385
Cost of raising funds				
Fundraising	146,080	84,940	231,020	308,923
Total	1,319,829	560,512	1,880,341	1,902,308

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2016

4.b DIRECT AND SUPPORT COSTS

	Direct costs £	Support costs £	Total 2016 £	Total 2015 £
Charitable Activities				
Changing Lives - London				
Adults	80,363	14,782	95,145	92,455
Children and Young People	119,273	22,554	141,827	176,911
Health Training	58,692	13,792	72,484	83,535
Health Advocacy	54,329	11,897	66,226	77,221
Local Services and Influence				
Local Services	718,873	138,888	857,761	780,273
Skin Camouflage Service	196,691	33,486	230,177	184,495
Changing Minds				
Education	60,668	14,261	74,929	54,416
Employment	46,413	10,808	57,221	88,459
Public Attitudes	25,333	5,842	31,175	55,620
PR and Communications				
PR and Communications	22,376	-	22,376	-
	1,383,011	266,310	1,649,321	1,593,385
Cost of generating funds				
Fundraising	198,155	32,865	231,020	308,923
Total	1,581,166	299,175	1,880,341	1,902,308

4.c SUPPORT COSTS ALLOCATION

	Office costs £	Finance and IT £	Premises £	Total 2016 £	Total 2015 £
Charitable Activities					
Changing Lives - London					
Adults	9,935	3,303	1,544	14,782	18,316
Children and Young People	14,727	5,040	2,787	22,554	30,845
Health Training	9,269	3,082	1,441	13,792	16,093
Health Advocacy	7,996	2,659	1,242	11,897	14,371
Local Services and Influence					
Local Services	118,840	10,629	9,419	138,888	136,399
Skin Camouflage Service	22,505	7,483	3,498	33,486	30,486
Changing Minds					
Education	9,585	3,187	1,489	14,261	11,212
Employment	7,264	2,415	1,129	10,808	16,742
Public Attitudes	4,160	1,305	377	5,842	11,403
	204,281	39,103	22,926	266,310	285,867
Cost of generating funds					
Fundraising	22,088	7,344	3,433	32,865	42,785
Total	226,369	46,447	26,359	299,175	328,652

Included in the above are Governance costs of £23,760 (2015: £22,510).

5. RESULT FOR THE YEAR

	2016 £	2015 £
The result for the year is stated after charging:		
Auditor's remuneration - audit		
Current year	9,600	8,760
Prior year	600	-
Depreciation of fixed assets	19,839	21,473
Operating leases – other	2,862	2,578

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2016

6. EMPLOYEES

	2016	2015
	£	£
Wages and salaries	1,138,262	1,166,449
Social security costs	100,432	104,092
Pension costs	46,063	39,624
Redundancy costs	31,366	-
	<u>1,316,123</u>	<u>1,310,165</u>

Total remuneration of key management personnel, being the current four (and for part of the year, five) members of the Management Team, for the year was: £257,588 (2015: £280,274).

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

	2016	2015
	No.	No.
London HQ Changing Lives	6.5	8.5
Local Services and Influence	19.0	17.0
Changing Minds	3.0	3.0
PR and Communications	2.0	2.0
Fundraising	3.0	4.0
	<u>33.5</u>	<u>34.5</u>

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

	2016	2015
	No.	No.
	<u>43.0</u>	<u>45.0</u>

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

	2016	2015
£80,000 - £90,000	1	1

None of the Trustees received any emoluments in the year (2015: none).

None of the Trustees received any reimbursement of expenses during the year (2015: nil).

7. TANGIBLE ASSETS

	Leasehold Premises £	Office Furniture £	Office Equipment £	Computer Equipment £	Total £
COST					
At 1 st April 2015	1,599,566	17,033	25,409	75,248	1,717,256
Additions	-	-	-	791	791
Disposals	-	-	-	(526)	(526)
At 31 st March 2016	<u>1,599,566</u>	<u>17,033</u>	<u>25,409</u>	<u>75,513</u>	<u>1,717,521</u>
DEPRECIATION					
At 1 st April 2015	152,340	16,490	25,409	65,717	259,956
Charge for the year	15,234	135	-	4,470	19,839
Disposals	-	-	-	(132)	(132)
At 31 st March 2016	<u>167,574</u>	<u>16,625</u>	<u>25,409</u>	<u>70,055</u>	<u>279,663</u>
NET BOOK VALUE					
At 31 st March 2016	<u>1,431,992</u>	<u>408</u>	<u>-</u>	<u>5,458</u>	<u>1,437,858</u>
At 31 st March 2015	<u>1,447,226</u>	<u>543</u>	<u>-</u>	<u>9,531</u>	<u>1,457,300</u>

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2016

90% of the charity's assets are used for direct charitable purposes and 10% for fundraising and administration purposes.

A legal charge is held over the leasehold property as security over the bank loan provided by Lloyds Bank (see Note 12).

8. STOCKS

	2016	2015
	£	£
Stocks of booklets and publications	457	1,563

Stocks are recognised to the extent booklets and publications are to be sold in 2016-2017. When these items are indicated as to be distributed free they have been included in the amount for prepayments.

9. DEBTORS

	2016	2015
	£	£
Trade debtors	62,619	74,064
Other debtors	72,644	21,853
Prepayments and accrued income	23,222	20,436
	158,485	116,353

10. CREDITORS: Amounts due within one year

	2016	2015
	£	£
Bank loan (Note 12)	12,883	12,195
Trade creditors	43,151	57,285
Accruals and deferred income	119,444	9,519
Employer pension contributions	6,670	-
Other taxes and social security	26,769	32,962
	208,917	111,961

11. CREDITORS: Amounts due after more than one year

	2016	2015
	£	£
Bank loan (Note 12)	367,078	379,961
Deferred income	150,000	-
	517,078	379,961

12. BANK LOAN

	2016	2015
	£	£
Due within one to two years	13,455	12,883
Due within two to five years	45,101	42,773
Due after more than five years	308,522	324,305
Due after more than one year	367,078	379,961
Due within one year (Note 10)	12,883	12,195
	379,961	392,156

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2016

The loan is secured by a first legal charge over the leasehold land and buildings at The Squire Centre, 33-37 University Street, London WC1E 6JN and an unlimited debenture held by Lloyds Bank plc at a fixed rate of interest of 5.09% with the final payment due on 24th July 2034.

13. FUNDS

	Unrestricted funds £	Restricted funds £	Total £
Balance at 1 st April 2015	1,305,468	264,664	1,570,132
Net incoming/(outgoing) resources before transfers	80,457	(112,770)	(32,313)
Transfer between funds	-	-	-
Balance at 31 st March 2016	1,385,925	151,894	1,537,819
Analysis of net assets between funds			
Tangible fixed assets	1,437,858	-	1,437,858
Net current assets	465,145	151,894	617,039
Long term liabilities	(517,078)	-	(517,078)
	1,385,925	151,894	1,537,819

The restricted funds of the charity comprise:

	At 1 April 2015 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2016 £
London HQ Changing Lives					
Adult Service	-	7,500	(7,500)	-	-
NHS pilot projects for Changing Faces Practitioners	56,206	28,000	(28,373)	-	55,833
Children and Young People's Service	5,077	17,003	(19,080)	-	3,000
Children and Young People's Service – salaries	15,364	-	(15,364)	-	-
Local Services and Influence					
Yorkshire and the Humber Centre	12,517	12,441	(20,581)	-	4,377
Yorkshire and the Humber Centre – Big Lottery Fund	8,757	50,000	(58,757)	-	-
CF Practitioner in Yorkshire and the Humber – BBC Children in Need	(1,007)	26,613	(25,440)	-	166
CF Practitioner – Sheffield Children's Hospital	-	13,500	(13,500)	-	-
Scotland	20,597	36,592	(54,749)	-	2,440
Scotland Centre – Big Lottery Fund	35,838	132,550	(97,804)	-	70,584
Face Equality Adviser in Schools	15,000	-	(15,000)	-	-
Skin Camouflage Service in Scotland	-	5,900	(3,245)	-	2,655
Wales	5,000	5,000	(10,000)	-	-
Northern Ireland	6,957	7,500	(10,629)	-	3,828
England regions	-	23,595	(17,845)	-	5,750
Skin Camouflage Service	919	13,530	(13,949)	-	500
Skin Camouflage Service training	76,495	-	(76,393)	-	102
Changing Minds					
Health Advocacy programme	6,944	10,000	(14,285)	-	2,659
PR/Communications					
Branding	-	22,500	(22,500)	-	-
	264,664	412,224	(524,994)	-	151,894

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2016

The unrestricted funds of the charity comprise:

	At 1 April 2015	Transfers between funds	At 31 March 2016
	£	£	£
Office refurbishment costs	12,571	(12,571)	-
Restructuring costs	30,000	(30,000)	-
Fixed Assets	1,262,897	42,571	1,305,468
Designated funds	1,305,468	-	1,305,468
Free reserves	-	80,457	80,457
Unrestricted funds	1,305,468	80,457	1,385,925

14. COMMITMENTS UNDER OPERATING LEASES

As at 31st March 2016, the company had annual commitments under non-cancellable operating leases as set out below:

	2016 £	2015 £
Operating lease payments due:		
Within one year	2,399	1,933
In one to two years	2,399	-
In two to five years	5,526	-
	10,324	1,933

15. 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 £46,063 (2015: £39,624).

16. RELATED PARTY TRANSACTIONS

No payments were made (2015: £84) to the wife of the Chief Executive in respect of reimbursement of expenses for catering services.

Trustees donated a total of £26,975 (2015: £1,280).

CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2016

17. 2015 comparatives

	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £
Income from			
Donations and legacies	700,577	555,514	1,256,091
Charitable activities	174,720	-	174,720
Other trading activities	213,254	-	213,254
Investments	1,465	-	1,465
Other	2,391	44	2,435
Total	1,092,407	555,558	1,647,965
Expenditure on			
Raising funds	308,923	-	308,923
Charitable activities	1,029,157	564,228	1,593,385
Total	1,338,080	564,228	1,902,308
Net income/(expenditure)	(245,673)	(8,670)	(254,343)
Net movement in funds	(245,673)	(8,670)	(254,343)
Reconciliation of funds:			
Total funds brought forward	1,551,141	273,334	1,824,475
Total funds carried forward	1,305,468	264,664	1,570,132

ANNEX 1 – Organisational chart, April 2016

