

**CHANGING FACES**

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

**TRUSTEES' REPORT AND AUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31st MARCH 2025**

Godfrey Wilson Ltd  
Chartered Accountants  
Registered Statutory Auditors  
Bristol

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 2025

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### CHAIR'S INTRODUCTION

I am pleased to introduce our Changing Faces Annual Report for 2024/25. It has been a year of delivery following the changes that we needed to make for financial reasons in 2023/24. We continue to make a significant impact with both our service delivery and our campaigning.

We provided direct services to just under 2,000 people over the year. This is a small reduction compared to 2023/24 due to some gaps in the team which have now been filled. The quality and impact of our services continues to be high with 87% of people who draw on our direct wellbeing and skin camouflage services saying that we have supported them to manage their appearance-related concerns more easily, and with measurable improvements in their wellbeing as set out in the sections below.

Our engagement with health professionals has been lower than in previous years due to our own resource constraints, but we did reach 210 professionals through talks and events and grew our health professional mailing list significantly. In partnership with the Primary Care Dermatology Society, we launched an exciting new online education resource aimed at General Practitioners (GPs). This is a learning tool to help GPs understand the psychological impact of living with a visible difference and guide them in how to support their patients more effectively.

With the support of the [VTCT Foundation](#), we were able to develop hard-hitting proactive campaign approaches, in particular launching our Face For Radio campaign in February 2025. The campaign called on brands and media agencies to better represent people with visible differences in their marketing materials and content. We are enormously grateful to the creative agency, Bravespark, part of the MSQ group, who provided considerable pro-bono support towards making this campaign so successful. We also continued to publish real stories, with 57 of these going out over the course of the year, helping people living with visible differences realise that they are not alone and that help is available.

Through the very hard work of our fundraising team, we have achieved a small surplus of income over expenditure for the year. However, income generation is still a challenge in the current economic climate, and we need to monitor this closely over the coming year to make sure we can continue to stabilise and grow our income. As part of this we are working on further diversifying our sources of income to increase our robustness. I would like to thank all our generous funders who continue to support us and help to make sure we are here for those who will continue to need us in the future. This applies equally to the many trusts and foundations who have supported us not just this year but over a number of years. Similarly, individuals have been especially generous not just in their personal donations but also by participating in fundraising events and personal challenges. We are grateful to all of you.

This has been a year of transition for the leadership of Changing Faces, in particular for the Board of Trustees. Our Chair, David Clayton, stepped down on 1 December 2024 after 9 years leading the Board. I would like to thank David for everything that he did for Changing Faces in his time as Chair, and also for his continuing support now, he is a true friend to the organisation.

We were pleased to have recruited a new Chair, Helen Marshall, but sadly, for personal reasons, Helen wasn't able to continue as Chair after January 2025.

As Deputy Chair, I took up the role of Interim Chair from that point and led on the recruitment for a new Chair during 2025/26. I am delighted that Kate Pryke, our current Deputy Chair, has been

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appointed as Chair from 13 November 2025. I will step down as a Trustee at that point after more than twelve years on the Board.

We had two further Trustees step down during the course of the year, Andrew Thompson and Bridget Gardiner. They both provided huge support to Changing Faces in their respective areas of expertise, and I would like to thank them for all of their support and inputs.

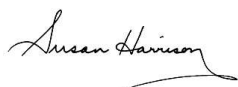
We also had three new Trustees join during the course of the year, Kate Pryke, Amit Sheth and Simon van Eeden, who are all providing very welcome support and experience to the Board.

I would like to thank all of the Board members who have served over the course of the year for their support to me in my role as Interim Chair and to Changing Faces.

I would also like to give a very big thank you to the staff of Changing Faces who have continued to work so hard and with such dedication. They have a huge passion and motivation for our work and the difference that we make for everyone we are here to support. It is not easy to work in the charity sector during times of uncertainty, but our staff truly care about the work they do and the people that we are here to support, and I am always impressed by the impact that we are able to make.

In the year ahead we have a change of Chief Executive, with Louise Wright who joined us in July, taking over from Heather Blake who has led Changing Faces for the last four years. I would like to thank Heather and wish her well for her retirement. We welcome Louise taking us into the next phase of our work.

We have exciting plans including extending our skin camouflage services into Wales, developing a new form of support which will enable us to reach many more people and expand our impact, and some exciting campaigns particularly focused on the needs of children and young people. There is much more below about our impact and our plans for the future, and I hope you enjoy reading about the difference that we continue to make for everyone living with a visible difference.



**Susan Harrison**

**Interim Chair of the Board of Trustees**

**Date: 13 November 2025**

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### OBJECTIVES AND ACTIVITIES

Changing Faces is the UK's leading charity for people in the UK with a scar, mark or condition that makes them look different.

We provide life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We won't stop until everyone with a visible difference or disfigurement is supported and respected.

### WHY OUR WORK IS NEEDED

*"Bullies became a constant and changing rooms were my worst fear. Comments were made that sought to minimise my presence and discriminate against me. Ultimately, they made me feel worthless and ugly." – Allie, who grew up with scarring from surgery when she was a baby.*

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 often face staring, harassment, bullying and hate crime. They can experience lowered expectations in school, problems getting work and stereotyping in the media.

- Around half of people living with a visible difference say they feel self-conscious or embarrassed about their visible difference, and a quarter say they feel isolated or lonely.
- Half (51%) have experienced hostile behaviour because of their visible difference, and this proportion has increased in recent years.
- Almost half of young people who have a visible difference are bullied at school. 50% 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.

We have also asked the general public about their experience in relation to people with visible differences.

- More than half of people (53%) say they have witnessed, in person, someone with a visible difference being subject to stares, a third (33%) have witnessed negative comments being said, and 34% have witnessed bullying.
- When asked directly, more than half, (54%) say they have found themselves staring at someone with a visible difference.
- More than half (53%) of people agreed that they think popular culture is changing to be more inclusive, but those with visible differences are being left behind.

Taken together this paints a very clear picture of continued anxiety and isolation for many people living with visible differences, in a society where appearance appears to be growing rather than decreasing in importance due to the pressures of social media.

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### HOW DOES CHANGING FACES HELP?

*“My experience with Changing Faces has been amazing! I have met some wonderful people and learned so much about living with a visible difference. I’m truly thriving again! Thank you so much!”*  
Wellbeing Services Client

Changing Faces provides life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We have two strategic goals which drive all of our work:

- 1. By 2027, everyone across the UK with a visible difference or disfigurement will have access to the support they need.**
- 2. By 2027, we will significantly increase everyone’s understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination.**

2024/25 was the third year of delivery against these goals as part of our five-year strategy. In common with many charities, we have experienced constraints on our income over the last few years due to the current economic climate, and we had to reduce the scale of the charity and our work during 2023/24 to match expected income during this difficult period. At this smaller scale we do not expect to fully achieve our goals by 2027, but we expect to make significant progress towards them and to have put a lot of the tools in place for continued future progress. We have therefore not changed our strategic goals as a result of our more constrained income, as they were based on clear evidence of what would make the biggest difference to our beneficiaries.

Our overall achievement against activity targets for 2024/25 is set out below. We have not met every one of our targets as we are still adjusting to our smaller size, but we are close to target on most of them and have carried out a substantial amount of activity over the year towards the achievement of both strategic goals. We are proud of the difference we have made for so many people living with visible differences.

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## ACHIEVEMENTS AGAINST OUR STRATEGIC GOALS

### Summary of our year in numbers

<b>Goal 1: Increasing reach and accessibility of support</b>			
	<b>Our 2023/24 result</b>	<b>Our 2024/25 target</b>	<b>Our 2024/25 result</b>
Services have supported clients to manage their appearance-related concerns more easily	87%	85%	87%
Self-referrals to Changing Faces services	3,041	2,794	2,635
Referrals from health professionals	368	260	265
Total unique clients across skin camouflage and wellbeing services (figures for individual services are in the sections below)	2,227	2,029	1,956
Users who have accessed online self-help (either self-help information or peer support through the forum)	127,753	128,000	89,451
Size of health professional mailing list	494	675	591
<b>Goal 2: Increasing understanding and acceptance of visible difference</b>			
	<b>Our 2023/24 result</b>	<b>Our 2024/25 target</b>	<b>Our 2024/25 result</b>
Number of real stories published on the website including case studies from service users and generated as part of media campaigns	49	45	57
Number of users viewing our real stories on the website	55,914	56,000	86,082
National and regional media pieces including the voice of someone with a visible difference	362	160	228
Total size of audience exposed to media pieces	259 million	140 million	132 million
Number of downloads of education resources	3,333	2,500	2,570

We were broadly on track in meeting our targets except for the number of users accessing online self-help which dropped last year. We are addressing that in 2025/26 through developing new content and investing more in Search Engine Optimisation.

## GOAL 1: BY 2027, EVERYONE ACROSS THE UK WITH A VISIBLE DIFFERENCE OR DISFIGUREMENT WILL HAVE ACCESS TO THE SUPPORT THEY NEED

- 1. Continue existing support services, aiming to support as many people as possible at current resource levels**

### Services Summary

Thanks to the dedication and hard work of all members of the services teams, we were largely successful in achieving our Key Performance Indicators, with our reach achieving 96% of target and impact achieving 102% of the target for the year. This was against a backdrop of challenges, particularly staff absence, so is an amazing achievement given the circumstances.

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We worked through the first year of the business plan for the delivery of Goal 1 and, whilst some areas were delayed or put on hold due to either funding or capacity, we were pleased that this was largely achieved.

This year we participated in several projects orientated towards people with a visible difference, run by staff or researchers at the Centre for Appearance Research (CAR). These included a new needs assessment tool for adults, exploring delivery of services to users from ethnic and culturally diverse backgrounds, use of social media to support young people, and sitting on the working party for a new CAR website collating visible difference resources.

We only received one formal complaint with regard to the services this year, in the Wellbeing 1-1 Service. This was addressed and dealt with satisfactorily under our complaints procedure, and via our Incident and Learning Process.

### Wellbeing Service

Our Wellbeing services are provided across the whole of the UK, either online or over the phone. Across all of our direct Wellbeing interventions – Support & Information Line (SIL), Peer Group Chat (PGC), One-to-one sessions, and Children, Young People and Family (CYPF) Workshops – we supported **812 individual service users**, comprising children & young people with a visible difference, their parents/carers, and adults with a visible difference. This was alongside delivering presentations and training sessions to teams of health and social care professionals.

### **Support & Information Line (SIL)**

The SIL team delivered a service to **688 unique clients**.

We've continued to work on improving technology and automations to provide a better experience for clients making contact with the charity for the first time. This has been with the support of our valued volunteer administrator.

The SIL service continues to function as both a valuable intervention in its own right, and as a supportive way of assessing suitability for the one-to-one service. We continue to receive positive client feedback:

*"I had a really great phone call, I felt able to speak about my concerns in a safe space and left with the outcome I wanted which was I am now on the waiting list for the assessment for the counselling service."*

*"I was very pleased and grateful that the person I dealt with really listened, was very kind, helpful, patient, with me. I appreciated it very much at a tricky time dealing with acquired facial palsy and all it entails for me. I hope the one-to-one wait passes quickly, wish I could do more to support in return for this wonderful service!"*

Peer Group Chat is an online peer support programme for around 8-10 participants, delivered via Zoom and facilitated by a qualified staff member. We delivered three cohorts of the 8-week programme over the year:

- Summer (May – July 2024)
- Autumn (Sept – Nov 2024)
- Spring (Feb – March 2025)

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**24 participants** attended the group sessions, of which 21 participants completed at least 4-5 sessions of the programme – an 87.5% completion rate. In the final cohort of the year, all 9 members completed the programme.

This year we focussed on delivering video-based group (via Zoom), as we received less demand from clients for a text-based group.

*“It was so lovely to meet a group of people who could really relate to how I'm feeling. I was pretty nervous before the first session, however within a few sessions I felt like I had my own crew! We connected on a deep level and it helped me feel less lonely. I look forward to continuing these friendships with some of the group.”*

*“Changing Faces has really been helpful in helping me gain a new perspective on my visible difference. It's been a kind, judgement free space that has allowed me to feel safe enough to express myself and the group I was paired with were super supportive with their kind words of encouragement. The way the group and I clicked feels like we were destined to meet. I really am grateful to Changing Faces for creating this safe space for me and others alike, whatever our differences may be. The group sessions have allowed me to feel more positive about my future and has encouraged me enormously to making small changes and small steps that will have a big impact effect on my attitude towards myself and acceptance of my visible difference.”*

We took time this year to review the peer group programme. As we often struggle to get participants, we explored the potential barriers between a person recognising that they would benefit from taking part in a group and feeling ready to take the step to join a group. We know from the feedback comments we receive that it can often take a long time for some to feel ready. Therefore, we are pausing the peer group chat this coming year, and as part of the Online Platform project (explained further below), we will explore options for supported pre-learning modules to guide the readiness process towards joining a group for live sessions.

### **One-to-one counselling and wellbeing sessions for adults, children and young people**

We provided counselling and wellbeing sessions to **146 unique clients**. This was broken down as:

- 41 unique clients in the children, young people & families (CYPF) service; and
- 105 unique clients in the adult (18+) service

The one-to-one service this year experienced a rise in waiting times for the adult service (due to staffing constraints). We worked to mitigate this by introducing qualified sessional practitioners to offer one-to-one service sessions in the short term. We anticipate that the service will be operating with more capacity in the first quarter of 2025/26.

Our Wellbeing Services delivered great outcomes for clients, with 88% of people stating we supported them to manage their appearance-related concerns. 98% of clients were satisfied or very satisfied with the service they received.

We use the Short Warwick-Edinburgh Mental Well-being Scale (SWEMWBS) to measure mental wellbeing before and after our service delivery. This is a validated measurement which is used in a number of mental wellbeing services and allows comparison between services as well as with the wider mental wellbeing of the population as a whole. The difference between average metric SWEWMBS score before and after face-to-face sessions was 2.7, which shows an improvement in wellbeing. 74% of clients reported low levels of wellbeing before their support. After support, this dropped to 25% of clients. Before support, only 5% of clients reported high levels of wellbeing.

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Almost four times as many (19%) had high levels of wellbeing following support from our wellbeing services.

*“The impact my sessions with Dola had on me was immense! I was not expecting the enormous positive impact that has come from having the 1:1 sessions. I now have so many tools to help me deal with things and my resilience has grown too. I now know how to continue growing within myself - this is invaluable... I am so very grateful for Dola helping me in my journey through this.” – Adult client, April 2024*

*“Lisa was excellent throughout, she listened and offered helpful observations which have positively helped me improve my mental health over the last few months.” – Adult client, June 2024*

*“[the most valuable part was] having a counsellor who just understood the struggles of having a visible difference, I didn’t need to explain this as I have previously with more general support services” – Young Adult client, January 2025*

*“Eva was an excellent therapist, giving me time and space to express myself, listening and responding well to what I said. She helped and advised me with my self-care and my self-worth and frequently made me feel valued. I could be myself during our sessions and felt accepted for who I am. She increased my ability to believe in myself.” – Adult client, March 2025*

### Workshops for children, young people and families (CYPF)

This year the team delivered four online psychoeducation workshops – one for children & young people, and three aimed at parents & carers. These reached **72 unique clients**, made up of 13 children & young people, and 59 adult family members.

The children & young people’s workshop session took place in June 2024 for young people aged 10-14 years old, with a focus on transitioning to a new class, year group, or school – looking ahead to the September term. We received a positive response to this being before the end of the summer term, before students broke up for the holidays and lost access to their school-based support. This also meant that young people, along with their families, could think ahead to what support they may benefit from with the transition.

The parents & carers workshops were held once per school term, with the same content being repeated at three points during the school year to make it accessible for parents & carers with work and/or family responsibilities to find a date they could attend.

This year we encouraged multiple members per family to join a workshop, to reduce the expectation on one family member to disseminate the information or make efforts to influence the behaviours and attitudes within the wider family. We met with each family prior to the event, to check in, discuss access needs and answer any concerns or queries.

The opportunity to hear from a guest speaker sharing aspects of their life story from their childhoods continued to be the most appreciated aspect of the workshop sessions. The guest speakers also shared the positive impact of being able to reach the parents & carers of children with a visible difference, including Kate from our March 2025 event:

<https://www.changingfaces.org.uk/story/changing-faces-workshop-for-parents-blog/>

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*“Fantastic session, my daughter was very energetic and positive afterwards and discussed the topics again with me (mum), wanting to practice some of the techniques with me. She also felt that she was not so alone in her thoughts and feelings and felt comforted that others were experiencing some of the same things.”* – Parent of a CYP Workshop attendee, May 2024

*“I found the part where we discussed tools for answering difficult questions because it is something I have struggled with before and now I have a method for dealing with it”* – CYP Workshop attendee, May 2024

*Such a brilliant experience and I can only say I wish I had done it sooner.”* – Parent & Carer Workshop attendee, June 2024

*“Oh my goodness the interview with Kate was just amazing - she was so inspiring and I felt very emotional hearing her talk. It gave me hope. It also made me feel that I can support my child. Very useful!”* – Parent & Carer Workshop attendee, March 2025

### Online Community Forum

Our Online Community is a moderated chat forum which allows users to connect with each other for support as well as viewing posts by others. Activity on the forum reduced this year, matching an overall trend recognised by our platform provider, Health Unlocked, mainly influenced by changes in traffic from Google to Health Unlocked community forums. The busiest month was May 2024 with 639 activity sessions, down to 241 in our quietest month of November 2024. We have, however, noted a slight uptick in activity from December 2024 to March 2025.

This year we sadly said goodbye to one of our active volunteer ambassadors, who had been a key contributor in the online community. In the coming 2025/26 year, we will be developing a new dedicated volunteering role to support the moderation & engagement of the forum.

Although the majority of our online community members are registered as living in the UK (66.48%), we also attract members from USA, Canada, India, Republic of Ireland, Australia, Philippines, France, Germany, Singapore, Sweden, Spain, and Russia.

### Self-help advice and guidance and Website updates

The Wellbeing team worked with colleagues from Communications and Campaigns to promote opportunities for people with a visible difference to share their stories. We also provided emotional wellbeing & safeguarding support for people publishing a Real Story or applying to become a campaigner. Service users from the one-to-one counselling service, Peer Group Chat, and the workshop sessions were able to share their experiences of receiving support via the Real Story section of our website.

This year 89,451 active users accessed our online advice and guidance pages, approximately 75% of target. The most popular pages were:

- *Why Do People Stare at Me?* (10478 users, 12543 views, 43.95% engagement);
- *Effects Of Physical Appearance on Self-Esteem* (10215 users, 13,993 views, 49.27% engagement); and
- *What To Do When Someone Comments on Your Appearance* (5,772 users, 7,166 views, 43.92% engagement)

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We supported the Digital Manager with the review of search engine optimisation (SEO), content & website traffic, so that more people are able to find our online advice and guidance. The aim is for the team to review/refresh all advice & guidance in the coming year, as well as creation of several new condition-specific pages (due in Q1-Q2).

### **Online Platform**

Our three-year Goal 1 Business Plan included plans to extend our reach, by developing a new product to offer people with a visible difference who may wish to engage with support in a different way. Whilst it is very challenging to estimate the number of people with a visible difference who need support, based on our own research and that of other available research, we have estimated that there are between 500,000-800,000 people living in the UK with a visible difference that could benefit from some form of support or intervention. This led to a proposal for the development of a new digital tool, an Online Learning Platform.

The Online Learning Platform will include a range of self-help and educational modules aimed at improving confidence, self-esteem, general wellbeing and coping strategies for people with a visible difference. Modules would include interactive topic-based step-by-step tools, workbooks, videos, blogs and vlogs, allowing people to access support in a personalised way. We would also introduce topic-based peer-to-peer events to enable people to connect and share with each other.

We have done desk research to examine use of existing learning platforms in a variety of settings, including the use of Recovery Colleges in the NHS and other organisations using a similar approach – including Beat, Alzheimer Scotland, The King's Fund, and the Mental Health Foundation. Currently we are seeking funding to move on to the next stage of developing this approach.

### **Skin Camouflage Service**

*“Very good service that I would recommend to anyone with any skin condition, in my case my acne rosacea has been present for years and has prevented me from doing many things such as going out with family and friends due to confidence issues and anxiety, using the service has enabled me to go out without feeling anxious about people looking at my skin or making comments, something which has happened in the past, but no more! Very grateful there are services such as Changing Faces, thank you again!”* Adult male client

### **Service Reach**

The Skin Camouflage Service is provided in England and Scotland, and we are planning to expand into Wales as set out below. In England there is part-funding from the NHS which covers around a third of the cost of the service and is arranged via a Non-Contractual Agreement which enables us to invoice Integrated Care Boards for appointments delivered. In Scotland we have separate agreements with a number of Health Boards which contribute towards the cost of the service but is generally a far lower proportion than that obtained in England and only covers some areas. This year, the Skin Camouflage Service supported a total of 1,263 people – 1,083 people in face-to-face appointments and 180 clients in online sessions.

*“The practitioner I visited was truly exceptional! She took her time to carefully match the right colours for my discoloration and patiently guided me on how to apply them. She went above and beyond and was highly professional. I cannot thank her enough.”* Adult female client

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*“The consultant was lovely, very professional, approachable and empathic. The products covered my neck Radiotherapy scar completely and also helped with my skin cancer scar on my nose. I would strongly advise anyone wanting support in camouflaging their scars to use this free service.”*  
Adult female client

*“(the Practitioner) is an amazing human who was kind and patient in helping me find my colour match. With an Asian skin tone with so many different colours tones she has given me the confidence to start my camouflage journey.”* Adult female client

We are pleased that our Skin Camouflage service has exceeded the expected expectations in service delivery for this year. There have been many complications throughout this period, and we would not have achieved these results without the hard work and dedication of our amazing Skin Camouflage Practitioners and Coordinators.

### Service Impact

The Skin Camouflage Service delivered great outcomes for clients, with 86% of people stating we supported them to manage their appearance-related concerns. 95% of Skin Camouflage clients were satisfied or very satisfied with the service they received.

The difference between average metric SWEWMBBS scores (defined in the Wellbeing section above) before and after face-to-face sessions was 1.6, which is significant. 48% of clients reported low levels of wellbeing before their session. After a skin camouflage appointment, this dropped to 32% of clients. Before support, only one in five skin camouflage clients (19%) reported high wellbeing scores. This increased to almost one in three (31.3%) after their appointment.

*“(the Practitioner) was extremely helpful and put my son at ease immediately. The skin matching was excellent and he has come away incredibly positive after years of feeling self-conscious about his birthmark.”* Parent of a young person with a visible difference.

### Skin Camouflage Development

#### Expansion of Skin Camouflage into Wales

Our planned expansion of skin camouflage services into Wales has been a rollercoaster journey. The backdrop of this is that NHS Wales agreed that Changing Faces was the chosen provider of Skin Camouflage Services in Wales in May 2023. However there have been delays in moving this through to agreed set-up and service delivery. With the support of dedicated and tenacious dermatologists on the ground in Wales, discussions have moved along considerably, and we signed a contract with the Joint Commissioning Committee arm of NHS Wales in June 2025. We are now in the project set-up phase and will begin delivery in January 2026.

We also secured a £35k grant from the Moondance Foundation for year 1 of this project which taken together with the NHS funding will mean that all additional costs of delivering this service are covered. There is also potential for Moondance to continue supporting the service in future years if the pilot is successful.

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### Remodelling the service and training review

Following an exploration of options for remodelling the service, we agreed to focus on our expansion into Wales, and using this model of approach as a testbed for future delivery.

We also reviewed our existing training programme and decided to load more of the training up front in the practical course, by expanding this to a three-day programme, with a shortened mentoring phase. This is more cost effective and considerably shortens the period of time from trainee practitioner to fully qualified practitioner delivering in clinic.

### Exploring external training offer

We also looked into the feasibility and cost-effectiveness of setting up an external training offer delivering skin camouflage training to health care professionals and others. In conclusion, we agreed to a low-level pilot to test out delivering this to a small number of trainees, as part of our existing practitioner courses over the next year.

### **Volunteer Recruitment**

To help alleviate the pressure of day-to-day enquiries on the skin camouflage co-ordinator team, we recruited two volunteer staff members to support the team. Interviews for these roles were completed in March 2025, with plans to begin training and onboarding our two new volunteers early in 2025/26.

## **2. Engage health professionals**

Our goals for engaging health care professionals (HCPs) are to:

- Raise Changing Faces' profile with HCPs;
- Increase referrals from HCPs to wellbeing and skin camouflage services; and
- Educate and inform HCPs about the mental health and wellbeing concerns that many of their patients face, as a result of their visible difference.

Our current strategy prioritises GPs and dermatology professionals, with some work on widening engagement to include maxillofacial clinicians. We had planned to recruit a new Health Professional Engagement Officer halfway through the year, but funding restrictions meant this was delayed until the next financial year. However, we still managed to deliver several events and grow the HCP mailing list, despite not having this member of staff to lead on this work.

Key events during the year included:

- **June 2024:** Delivering training as part "Staring and Stigma: Let's Address It" session to dermatology professionals; a joint initiative by Guys & St Thomas' NHS Foundation Trust and the St John's DermAcademy;
- **September 2024:** Talking about our services to Eastbourne District General Hospital MaxilloFacial & Orthodontics Teams;
- **October 2024:** Delivering training as part of the Clinical Dermatology Care Course 2024 by St John's DermAcademy;
- **October 2024:** Talking about our services to Southampton University Hospital, Dermatology Team;

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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- **November 2024:** Delivering training to 60 trainee GPs at Guy's Hospital for Lewisham and Guys GP Speciality Training Schemes (part of South East London NHS Trust);
- **December 2024:** Talking to the Chelsea Centre for Gender Surgery at the Chelsea & Westminster Hospital NHS Trust; and
- **March 2025:** Talk to the Medical Assessors Team for CFG Law Firm.

The talks and training sessions reached around 210 health and social care professionals.

We grew our HCP mailing list by 97 (from 494 at the start of the year to 591 by March 2025). Three newsletters went out during the course of the year with links to our information and services, upcoming events and new research. We also consulted the network about interest in the external skin camouflage training, with a good level of engagement.

In November 2024, our [online education resource aimed at GPs](#) was launched on the Changing Faces website and in December 2024 on the Primary Care Dermatology Society website. This is a new learning tool to help GPs to understand the psychological impact of living with a visible difference and guide them in how to support their patients more effectively. From launch to the end of the financial year, the resource was accessed 137 times and completed by 21 professionals.

## **GOAL 2: BY 2027 WE WILL SIGNIFICANTLY INCREASE EVERYONE'S UNDERSTANDING AND ACCEPTANCE OF VISIBLE DIFFERENCE AND DISFIGUREMENT, AND REDUCE PREJUDICE AND DISCRIMINATION**

### **1. Continue work to build a stronger voice for people with visible differences**

We are relentless in ensuring that our communications and campaigns activity reflects the hopes, and experiences of our community. We challenge inappropriate views and behaviours where we find them and raise a cheer for those people and organisations who embrace our vision of a society where people with a visible difference can be the people they truly want to be, free from discrimination or fear.

The engagement of our Ambassadors, Campaigners, supporters and the wider community is vital in meeting our vision, without which we cannot work to reduce stigma and intolerance and promote a more just and inclusive society.

Throughout 2024/25, we have worked to develop and then implement the communications and campaigns strategy, with associated planning, and in November 2024 completed the recruitment of a digital manager. This now gives us a full staff team of four people, with the additional input where needed of the CRM and Impact Manager.

We have enjoyed numerous successes throughout the year, including:

- The recruitment, induction and mobilisation of a new cohort of 21 campaigners to support our communications and campaigns activity;
- The launch of a Face for Radio in February 2025 – a major campaign that secured significant coverage across a range of media which called on major UK brands to feature more people with a visible difference; and
- Our Ambassador Rob Rhodes featured on BBC Breakfast with our Chief Executive talking about his experiences in the film industry and as someone with a visible difference.

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*“I've loved connecting with others in the visible difference community and working together to campaign for change. I've had some incredible experiences that I'd have never had without the programme, like speaking at a conference and being in a photoshoot. I'm leaving the programme a much more confident and inspired person and I could not be more grateful.” – Bronwen*

Cohort 4 of our campaigners retired at the end of October 2024, with cohort 5 joining us in November 2024. We have introduced a pre-programme survey which asked campaigners their goals for the programme and their confidence levels in key campaigning skills, such as public speaking and media work. This will enable us to support their development needs and see their growth as they go through the programme.

We continue to carry out regular training for our campaigners. Cohort 5 have already undertaken social media and media training. The media training was carried out in person and included practice interviews which were filmed and feedback given.

In 2024/25, we shared 57 new real stories on our website which between them had 86,082 unique page views. We also had 228 media hits which included the voice of people with lived experience. The reach of this coverage was over 131.9 million.

## 2. Campaigns and influencing to address strategic themes

### Face Equality Week

During Face Equality Week 2024, we celebrated the theme #MyFacelsAMasterpiece.

Activity on social media included spotlighting the talents of our campaigners in a creative photoshoot. From ballroom dancing, singing and drumming to crochet and sewing, it highlighted that appearance doesn't impact our campaigners' abilities, talents and passion for life.

During the week we also shared a video showcasing the creativity of our campaigners and real stories from the community.

The photoshoot and campaigner Stacey's story received the most engagement on social media, with the photoshoot getting over 650 likes on Instagram, and Stacey's story achieving over 770 likes on Instagram. The photoshoot was also well-received on Facebook, achieving over 610 likes.

The celebratory tone of the campaign was welcomed by our campaigners and warm audience, but it did limit wider cold-audience activity due to the absence of a hard-hitting campaign or issues-focused message.

### Halloween

For Halloween 2024, we initially aimed to call out major supermarkets for stocking items that perpetuate the association between visible differences and evil. However, after browsing the Halloween stock, we couldn't find enough to make a strong case. While this is positive in terms of our cause, as we've seen items like this in supermarkets in the past, it did mean we had to pivot the campaign.

Instead, we visited high street shops where we found a considerable amount of concerning makeup and prosthetics. Our ambassador Laura spoke on BBC Radio Essex about the problematic nature of these products, encouraging people to carefully consider what they dress up as for Halloween.

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## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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On social media, Changing Faces shared content continuously across the Halloween period that emphasised that using makeup or prosthetics to replicate visible differences can perpetuate harmful stereotypes. Content included candid video conversations from parents like Gemma, mum of Finley, and ambassador Laura – our roving reporter live from the high street, where she took interest in large brands that sold prosthetics that replicate scars and burns. Our content reached 143,000 accounts.

### A Face for Radio

To support the achievement of our Goal Two objectives and target cold audiences (those who share our values but may not be familiar with Changing Faces or visible difference) we planned and delivered the Face for Radio campaign. We know that high profile brands and broadcasters can amplify our vision and send a compelling message of support to the visible difference community. The campaign called on brands and media agencies to better represent people with visible differences in their marketing materials and content. The goal was for brands to sign the [Changing Faces pledge](#), which showed their commitment to greater representation.

Creative agency, Bravespark, part of the MSQ group, provided considerable pro-bono support, and without their efforts, the campaign would not have been so successful. Activity included a photoshoot carried out by award-winning photographer Stephanie Sian Smith, alongside a powerful campaign video which was received very well by the media. We achieved 46 pieces of coverage in total, including 39 broadcast interviews (e.g. BBC Scotland, Good Morning Britain, Free Radio, BBC Radio London) and seven marketing trade pieces (e.g. The Drum, Campaign, Little Black Book). The reach of this coverage was 16.7 million.

A Face for Radio also flew on social media reaching over 1.25 million accounts across our social media channels. We saw 15 pieces of content in one week, triple our usual outputs, thanks to collaboration post efforts from Changing Faces campaigners and ambassadors.

We also had great media coverage from Good Morning Britain, who shared a video of Campaigner Crystal Marshall's interview on their social media and [collaborated](#) with Changing Faces. This gained over 500k views.

Our launch film saw some celebrity support including likes and shares from Jono Lancaster, Julia Bradbury, Amy Poehler's smart girls and Leigh-Anne Pinnoch, as well as many social media influencers and content creators.

Overall, across the week, we gained 1.5k new followers on Instagram.

The Changing Faces Pledge was an integral part of the campaign, encouraging brands and others to publicly commit to featuring more people with a visible difference in their marketing and advertising. To date we have received approximately 45 signatories and hope to sign up further brands as the campaign remains live.

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### STRATEGIC ENABLERS TO SUPPORT ACHIEVEMENT OF BOTH GOALS

#### 1. Growing our income

In the financial year 2024/25, we raised income of £1,312k, against a target of £1,397k. Despite not fully achieving our fundraising target, we achieved a great deal of success particularly against the backdrop of a challenging economic climate and increased competition for funding.

We would like to express our sincere appreciation to NHS England and several Health Boards in Scotland for their continued support throughout the year to our skin camouflage services, corporate supporters, trusts and foundations have continued to support our work generously. In particular, we would like to highlight the support of:

Amateurs Trust, City Bridge Foundation, The Eveson Trust, Frank Litchfield Charitable Trust, Garfield Weston Foundation, the Henry Smith Foundation, the Highway One Trust, The National Lottery Community Fund, Matchroom Sport Foundation, the Miller Trust, P F Fleming Charitable Trust, St James Place Foundation, the William Grant Foundation, Wolfson Foundation and The VTCT Foundation.

Our goal for the year 2024/25 focused on three key areas:

**Continued development of Trusts and Foundations:** We maintained our efforts on Trust and Foundations fundraising, particularly focusing on nurturing our existing relationships, whilst seeking out new opportunities. During the year, we were successful in achieving £979k of funding from trusts and foundations, a surplus compared to budget. We are very grateful to our long-standing partners who have been flexible in their approach to funding to allow us to spend the money where it is needed most.

**Developing our major donor and legacy proposition:** We recognise the importance this group of individuals brings to Changing Faces, both in terms of monetary support but also as advocates for the cause and influencers within their own network. We developed our first case-for-support which has been well received by existing and prospective donors. In 2025/26, we are also preparing to launch a new Volunteer Fundraising Group to further engage with our donors and their networks. We have also made great strides forward in developing our legacy proposition. In 2025/26 we will be launching a new Legacy Guide, webpages and proposed marketing plan to further drive income from legacy gifts.

**Maintaining our individual giving programme and growing income from community and challenges:** The challenging economic climate resulted in a difficult year for individual giving, however, we were able to maintain our individual giving programme, and we have begun steps towards creating a comprehensive stewardship plan to allow us to focus on growing income sustainably. We grew our income from Community and Challenges, particularly via our brilliant team of London marathon runners who collectively raised £40k, including Gift Aid, for Changing Faces. In addition, we also saw fantastic fundraisers take on a variety of challenges from Tough Mudders to head shaves to half marathons and much more.

# CHANGING FACES

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### Looking ahead to 2025/26

As we look forward to 2025/26, we will:

- Continue to focus our efforts on trusts and foundations fundraising, particularly securing multi-year commitments and focusing on unrestricted funding, where possible;
- Grow our corporate partnerships income, an income stream with untapped potential for Changing Faces;
- Maintain our individual giving programme and continue to grow income from community and challenges;
- Launch our legacy giving programme; and
- Launch our Volunteer Fundraising Group to grow philanthropic donations.

## 2. Raising awareness

Throughout 2024/5 we have positioned Changing Faces as central to the visible difference community, raising awareness of the charity alongside our cause. We also continued to run our 'always-on' digital marketing activities which includes an email marketing programme, organic social media (and some paid social media ads), and both organic and paid search engine marketing, including the Google Grant.

Over the year, our Google Grant campaign delivered impressive results, generating more than 440,000 impressions and 38,000 clicks. This activity brought an additional 32,000 users to our website and led to nearly 900 meaningful conversions, including longer or repeat visits, resource downloads, and completed service referral forms.

Email campaigns remain a vital part of our digital strategy. Our monthly supporter newsletter reaches over 11,500 subscribers, sharing a wide range of updates and stories. In addition to this regular communication, we sent targeted, topic-specific emails throughout the year to deepen supporter engagement. We're also actively testing improved audience segmentation, which will enable us to deliver more personalised content tailored to individual interests.

## 3. Organisational health

### Our team and our values

2024/25 has been a much more stable year for our team following the financially driven restructuring that we needed to make the previous year. We have continued to run our staff survey, with three surveys undertaken over the year, and these have shown consistently strong morale in the team, in particular around alignment of our team's personal values with the charity's vision and values.

We have continued to develop our approach to staff engagement based on the feedback we receive from these surveys, and from an additional survey we carried out in December around working arrangements. In particular we have continued to prioritise good internal communications, critical for a team working fully remotely, with fortnightly updates on key developments, regular virtual all-staff meetings and three in-person Team Days over the year. We also have regular online social catch-ups to give people a chance to have a break from work, and an online book club started at the initiative of one staff member.

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We are enormously proud of the commitment of the staff team to our clients and beneficiaries, and to each other, and would like to thank all staff for their dedication and hard work.

### **CRM (Customer Relationship Management) and website**

The website is a key point of access to support and advice by people with a visible difference and this year developments have included:

- The introduction of accessiBe, an AI-powered accessibility solution that helps make our website more accessible to people with disabilities;
- Commenced a review of our advice and guidance section, to improve SEO performance; and
- Expanded our stories section to include a diverse range of personal experiences from people with visible differences. Stories help website users understand the issues people with visible differences experience and demonstrate the real-world impact of our support.

Like most charities, we use a CRM system to manage our data and help make the experience of our supporters and clients as smooth as possible. Building on investment in previous years, we have continued to use data and research to optimise our digital platforms, improving user experience and driving organisational efficiency.

For our Customer Relationship Management (CRM) software, the key changes have included:

- Launched new iteration of our skin camouflage service practitioner app (integrating with CRM records);
- Working with services teams to update recording processes – both directly within the CRM and through use of workflow forms and automations;
- Validation and cleansing of contact records;
- Introduced new live address validation for CRM-linked forms;
- Initiated a review of the Fundraising team's use of Salesforce, beginning to scope for an integration with iRaiser, our donation platform;
- Installed Nonprofit Support Pack to facilitate future development;
- Scoped out new Campaigner evaluation record types, to be implemented following testing of questions with current cohorts; and
- Continued working on 'business as usual' updates and administration to ensure platform meets security and useability guidelines.

### **Tracking achievement of strategic goals, in-year KPIs and evaluation of our impact on beneficiaries**

We have further improved collection and monitoring processes across the organisation, whilst improving staff access to reporting features to allow for greater self-servicing of data. We have:

- Continued working across teams to improve evaluation response rates for our support and campaigner programmes;
- Created new CRM reports to assist services teams to monitor outcomes of support;
- Introduced several new KPI lines covering our social media work, to better showcase and monitor our reach and engagements with online communities;
- Produced top-level impact report for 2023/24 and devised format for 2024/25; and
- Improved planning process where fundraising applications and reports need data.

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### Safeguarding

In 2024/25, we saw a rise in the number of safeguarding issues amongst clients. There were two incidents requiring external escalation to the local safeguarding team or an ambulance, and 31 safeguarding concerns, including five which required us to have a discussion with a client's GP or another health professional. By far the majority of our safeguarding concerns are with adults experiencing thoughts of suicide or self-harm.

The Safeguarding Team met every two months to review and discuss safeguarding cases raised and to learn via a reflective practice process. The Head of Safeguarding has also met with the two Service Managers to discuss any safeguarding business every two months.

We carried out our annual update of safeguarding policies and procedures from August to October 2024, ratified by trustees in January 2025, and all staff and Trustees refreshed and signed their understanding and agreement to these by mid-March 2025. We also carried out a Board training session on safeguarding in July 2024 and two interactive level two safeguarding training sessions for relevant staff in March 2025.

### Premises and ways of working

During 2024/25 we have been working fully remotely, with the exception of our face-to-face skin camouflage clinics. We supplement our fully remote model by taking steps to ensure that teams can maintain regular contact. This includes three to four all staff away days each year ensuring teams can come together, celebrate successes and learn from each other, and the ability of some teams to come together in person more frequently as needed. We have made use of free spaces available to us from various contacts including corporate partners and are very grateful to partners for enabling this.

In the later part of the year, we reviewed the position to consider if we should return to some form of office or service base. Our financial situation is more stable but is still quite tight, so we have decided to stay with our current way of working for at least a further year. We will consider our future approach during 2025/26.

### Equality, diversity and inclusion

As a charity whose mission and vision are to build a fairer and more equal society for everyone, we are absolutely committed to being a fair, open and inclusive organisation delivering services that consider the needs of all members of our community. Our clients and community are welcomed irrespective of faith, race, culture, nationality or sexual orientation. We monitor protected characteristics such as gender, ethnicity, disability and age. We are also looking to introduce questions to monitor socio-economic background, and will be trialling this in the forthcoming year, alongside expanding our use of reporting on Indices of Multiple Deprivation (currently only linked to the Scottish IMD within our CRM).

As an example, in relation to ethnicity we captured data for 77% of clients seen. 'White British or other' was the largest ethnicity group (60%). This is a smaller proportion than the 2021 census for England and Wales, where 81% identified their ethnic group within the high-level 'White' category. The next most common higher-level group was 'Asian/Asian British' (20%), which is larger than the 9.3% recorded in the 2021 ONS census. The variability in our service provision likely accounts for

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some of this, as we have a much higher proportion of clients from more diverse areas of the country (e.g., London), and fewer from areas where there is less diversity (e.g., Wales, Northeast England).

People with visible differences can face deep discrimination and challenges because of both their appearance and other protected characteristics such as race, disability and class. Within our most recent survey for people with a visible difference, we found that those from global majority communities were significantly more likely to have experienced hostile behaviour as a result of their visible difference<sup>1</sup>, and those identifying as Asian/Asian British were less likely to have felt supported when speaking to their GP<sup>2</sup>. Our services and campaigns look to recognise the intersectional challenges and impacts of living with other protected characteristics and visible difference on mental health, wellbeing and discrimination.

Equality, diversity and inclusion were central to the development of our strategy, and inclusion is one of our organisation's values. We continue to work hard to embed this across everything we do, whether that is recruitment of staff or campaigners or working to ensure our services are as accessible as possible. In recruiting our most recent cohort of campaigners, and in selection of case studies and stories to share, we set out to find a broader array of voices than those who are more frequently represented. Our plans for future service development, set out below, focus in particular on increasing the reach and impact of our Wellbeing support for many people who are unable to access it at the moment.

## LOOKING AHEAD – PLANS FOR 2025/26

Our plan for 2025/26 is driven by a tight financial position, but we started the year in a better place than the last two years due to a lot of hard work on our structure, income generation and financial monitoring. We still need to keep a very close eye on this and take action if needed to ensure our ability to continue our work. Our income strategy projects a significantly better year in 2026/27, so our aim is to manage our finances closely this year to get through to that better position and make the best use of our resources this year to deliver against our strategic goals.

This does not mean that we will just freeze everything in place. We have some exciting plans for increasing our reach and impact that can be delivered within our current financial envelope, including new projects and improving the efficiency of our existing service delivery. We are also planning more high profile and proactive campaigning activity for 2025/26, building on the strong progress we made in 2024/25 through the Face For Radio campaign. These plans are set out below.

We must also continue to make sure that those areas which enable us to work towards our strategic goals – our fundraising, digital capability, finance and HR capability, and IT systems including cyber security – are supported and recognised for their critical importance.

This is a year where Changing Faces will see a transition in both the CEO and Chair positions. This business plan and the governance arrangements in place to oversee its delivery will help to provide

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<sup>1</sup> Overall, those identifying as Asian/Asian British (79%), Black/Black British (74%), Mixed (76%) were significantly more likely than those identifying as White (44%) to have experienced hostile behaviour as a result of their visible difference.

<sup>2</sup> People identifying as Asian/Asian British (16%) are half as likely to have felt supported by their GP than those identifying as White (32%), and almost half as likely to feel that their GP understood their visible difference (12% vs 23%).

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clarity and continuity through the transition process, alongside a strong Senior Management Team, staff team and Board.

For our first strategic goal of **everyone across the UK with a visible difference or disfigurement having access to the support they need**, our plans for 2025/26 are to:

- Set up and pilot a Skin Camouflage Service in Wales;
- Keep the Skin Camouflage Service in England and Scotland at a similar overall size;
- Remodel our skin camouflage training and open up to those outside Changing Faces as a pilot;
- Maintain our current wellbeing services at a similar size overall but move resource from Peer Group Chat and Workshops to our 1:1 counselling service to enable us to reduce the size of the waiting list;
- Subject to funding, develop and test an Online Learning Platform, a new approach to significantly increase the reach and overall impact of wellbeing support; and
- Continue building health professional relationships and networks, as resources allow.

For our second goal of **significantly increasing everyone's understanding and acceptance of visible difference and disfigurement, and reducing prejudice and discrimination**, our plans are to:

- Continue to develop and promote real stories, ensuring people with visible differences hear about others' experiences and feel part of a community;
- Implement new campaigns for both warm and cold audiences on at least a quarterly basis;
- Build on the success of our recent Face for Radio campaign, promoting representation of people with visible differences in the advertising and marketing of major brands;
- Reinterpret and relaunch our I Am Not Your Villain campaign;
- Carry out new research including updating our research on the experiences of children and young people with visible differences; and
- Update our social media strategy for a rapidly changing environment.

Throughout the planning and delivery of this work, our focus remains clearly on the difference we are making for individuals living with visible differences now, and the difference we will make for everyone in the longer term by changing attitudes and increasing the understanding and acceptance of visible difference. Our strategic review showed that we can only achieve our goals by working in partnership with others, and we are enormously grateful to everyone working with us to make the difference that is so badly needed.

## FUNDRAISING STATEMENT

Changing Faces remains dedicated to the pursuit of its charitable objectives, aiming to benefit of all people living with visible difference. Our fundraising efforts enable us to provide essential services and advocate for face equality across the UK.

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We continue to adhere 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 - these are the cornerstones of our approach.

All Changing Faces staff and volunteers, including the Board of Trustees, are committed to being well informed and proficient in fundraising best practices. We prioritise providing our supporters with accurate and comprehensive information about our work, the responsible management of donations and income, and the secure handling of donor information.

The individuals that we contact via mail are supporters who have given their consent to be contacted by us. We do not engage in purchasing data lists for fundraising purposes and we do not share supporter details with any external parties. We also refrain from soliciting or accepting donations from companies or individuals engaged in activities that could harm the reputation or mission of our charity. The charity received no complaints regarding its fundraising activities in the last twelve months.

We did not employ professional fundraising agencies with regard to any aspects of our fundraising activities in 2024/25. All of our activities were 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 our donors and vulnerable individuals. We never pressure anyone to make a donation and take particular care to avoid soliciting donations from vulnerable individuals.

We take complaints very seriously and conduct thorough investigations taking appropriate disciplinary measures when necessary. 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.

We extend our warmest gratitude to everyone who has supported Changing Faces this year. We are immensely thankful to individuals who have dedicated their time and effort to activities such as running, cycling, baking and more, all in support of our work.

## FINANCIAL REVIEW

In 2024/25 we saw the continued impacts from the cost-of-living crisis driving costs up and an increased level of competition for funding. Against these external pressures however Changing Faces managed to maintain our income level year on year and finished the year in a small surplus position. Our financial plans for 2024/25 were to maintain stability and our free reserves level whilst we built a solid fundraising foundation to enable gradual growth over the next few years. As for all charities, this remains a challenge.

Our 2025/26 budget continues to reflect a cautious income target taking the increased competition and financial environment into very careful consideration. We have carried out extensive stress testing and projections, to test the resilience of our plan which is to maintain our free reserve position whilst taking steps to diversify our income to secure the future sustainability of the charity.

Compared to prior year overall income was £1,312k compared to £1,313k in 2023/24 and against a budget of £1,397k. The key reasons for the variance against budget were:

1. A difficult economic environment, with the cost-of-living crisis and increased competition for funds resulting in lower gifts and donations in 2024/25.
2. A reduction in legacies notified to the charity during 2024/25 compared to previous years.

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3. Recruitment for vacant roles within our Fundraising team in the earlier part of the year taking longer than anticipated, resulting in lower capacity to develop new bids and pipelines.
4. This was offset to an extent by an increase in our success with fundraising challenges with our London marathon runners in particular outperforming expectations.
5. This was also offset by an increase in our trust and grants year on year, however unfortunately growth in this area was also limited due to the external environment.

Expenditure was at £1,244k which was a reduction when compared to the prior year spend of £1,300k. This reflected the new cost base of the organisation following the review and restructure carried out towards the end of 2022/23 and into early 2023/24.

### 2024/25 summary

Overall Income remained stable in 2024/25:

<b>Income</b>	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Gross income</b>		
Legacies	14	112
Income from trusts and grants	979	813
Other donations	157	203
Income from fundraising activity	64	76
Charitable activities	97	109
Investment income	1	-
<b>Gross income from operating activities</b>	<b>1,312</b>	<b>1,313</b>

Gross income from operations in 2024/25 was maintained at the level of 2023/24. There were three key reasons for this position:

- An increase of 20% (from £813k to £979k) in income from trusts and grants. This is thanks to the support of trusts and foundations such as those listed above. This line varies year on year depending on the number of successful bids;
- A decrease of 88% (from £112k to £14k) in income from legacies. This income is where supporters have generously left a gift to the charity in their will. This line varies year on year depending on notifications received and probate timelines. We are very grateful to all who choose to support us in this way; and
- A decrease of 23% (from £203k to £157k) in income from other donations. This is driven by a drop in individual giving and our corporate donations in 2024/25, however several of these had seen an increase in 2023/24 and are still higher than 2022/23 levels.

Income from charitable activities includes payment for skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are partially supported by NHS bodies under a mix of service level agreements ("SLAs"), contracts, and as non-contracted activity (NCA). The decrease seen in 2024/25 was primarily due to a reduction in volume as new practitioners were being trained within NHS supported areas. We are paid per appointment and so this decrease in client numbers directly impacted our income position.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### Expenditure

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Services and Innovation	669	765
Championing the Voice	246	193
Costs of income generation	329	342
<b>Total</b>	<b>1,244</b>	<b>1,300</b>

Services and Innovation comprises the charity's work directly with people living with visible difference and includes one to one psychosocial and skin camouflage services, as well as group support activities, online resources, education, and training. Championing the voice comprises communications and campaigns.

Total costs in 2024/25 were £56k (4%) lower than in 2023/24. This was due primarily to a couple of staff vacancies in the earlier part of the year, which have subsequently been filled.

### Result

Changing Faces reported a surplus of £68k at the operating level in 2024/25 compared to an operating surplus of £13k in 2023/24.

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Income	1,312	1,313
Costs	1,244	1,300
<b>Total reported (deficit) / surplus</b>	<b>68</b>	<b>13</b>

### 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' policy is to hold free reserves calculated at six months of relevant unrestricted operational expenditure.

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Restricted reserves	<b>302</b>	<b>274</b>
Designated reserves	-	-
Free reserves	309	268
Unrestricted reserves	<b>309</b>	<b>268</b>
	<b>611</b>	<b>542</b>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### **Restricted reserves**

At 31 March 2025, restricted reserves totalled £302k (2024: £274k). 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 2025, designated reserves totalled nil (2024: nil). Our designated reserves were fully utilised at the end of 2022/23, and no further designations have been made by trustees.

#### **Unrestricted reserves: free reserves**

At 31 March 2025, free reserves totalled £309k (2024: £268k).

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 target six months cover of recurrent operating costs, with consideration given to the treatment of those costs covered by restricted funds and the cost of closure.

Recurrent operating costs are calculated by adjusting the actual level of costs incurred to remove the elements covered by restricted funding, the exceptional costs relating to the restructuring and additional costs which are considered to imply no long-term financial commitment, for example consultancy costs. Reserves levels rise and fall depending on circumstances, and the six-month unrestricted running costs, following the review of our expenditure and restructure, currently amounts to just under £370k. Our free reserves at the year-end were £309k, which amounts to 5 months of free reserves. Our policy outlines that when free reserves are below six months, Changing Faces will ensure that it can confidently forecast that reserves will come back to the 6 months level. Therefore, Changing Faces has carried out extensive forecasting and stress testing, in order to set the Budget for 2025/26. There is an understanding that the external environment remains difficult for charities and so we have continued to be cautious in our projections, focusing on maintaining our reserve levels for 2025/26 in order to continue building a solid foundation for sustainable unrestricted growth into future years. This has been presented and approved by the Board.

The Trustees will continue to carefully monitor the charity's results in light of the budget and the reserves position, with monthly projections and reporting, 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, and notice deposits of a similar term, placed with financial institutions with a high credit rating. During 2024/25, a low level of interest was received as deposits were placed in the latter half of the year, following the increase in interest rates.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

### 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 Senior Management Team manage 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 at least quarterly. The Finance Committee reviews monthly management accounts and reserves levels, and reports to the Board of Trustees.

The major risks identified by Changing Faces are:

Risk	Management
<p><b>Inflation, economic uncertainty, and external shocks</b>                      Cost base increases due to inflationary pressures, market uncertainty, and cost of living crisis. Reduced ability to deliver strategy as income going on higher cost base rather than extra activity. Potential impact on our ability to be inclusive due to ability to cover costs such as travel.</p>	<ul style="list-style-type: none"> <li>• Careful management of costs, including tendering for major contracts and negotiation on fees</li> <li>• Approval process</li> <li>• Regular review of management accounts and rolling 12-month projections to identify unexpected cost increases early.</li> <li>• Inflation costs built into funding bids and annual budgets.</li> <li>• Quarterly reforecasting to capture any identified cost increases and expected economic changes.</li> </ul>
<p><b>Finance:</b> The charity is reliant on voluntary income to support its activities. There is a risk that our income plans do not deliver as expected. Increased competition and cost of living pressures could mean that we fail to reach our targets, leading to the loss of liquidity and inability to meet our commitments and free reserves</p>	<ul style="list-style-type: none"> <li>• Diversification of income streams, especially corporate partnerships, fundraising challenges and major donors</li> <li>• Investment in a strong and effective fundraising team</li> <li>• Relationship management with donors and funders</li> <li>• Robust process for setting budgets, aligned to the strategic plan.</li> <li>• Scrutiny of and challenge to budgets by Trustees</li> <li>• Monthly monitoring of budgets and budget variances</li> <li>• Monthly reforecast of cost expectations and income pipelines</li> <li>• Robust reserves policy</li> </ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

Risk	Management
<p>falling to unacceptable levels. Inability to recruit to key fundraising posts or loss of key staff. Poor financial controls could lead to error or fraud.</p>	<ul style="list-style-type: none"> <li>• Risk adverse investment policy</li> <li>• Scrutiny of results and projections by the Finance Committee and Audit and Risk Committee</li> <li>• Oversight by the Audit and Risk Committee of the processes</li> </ul>
<p><b>Governance:</b> Lack of strategic clarity and failure to ensure impact could harm the charity's ability to achieve its charitable objectives. Loss of staff who are critical to delivering the strategy and general low morale across the organisation could result in low motivation and productivity, and strategic opportunities may be missed.</p>	<ul style="list-style-type: none"> <li>• Reporting on KPIs and key milestones</li> <li>• Reporting on budget</li> <li>• Investment in data and impact management tools and knowhow</li> <li>• Implementation of strategic plan</li> <li>• Involvement of people with lived experience of visible difference</li> <li>• Emphasis on training and development for staff</li> <li>• Building strong and effective culture and values</li> <li>• Regular staff surveys</li> <li>• Exit interviews and feedback.</li> <li>• Emphasis on flexible ways of working</li> </ul>
<p><b>Compliance:</b> Failure to comply with legal and regulatory requirements could result in fines and reputational damage. Cyber security incidents resulting in a loss of data.</p>	<ul style="list-style-type: none"> <li>• Key legal and regulatory requirements identified.</li> <li>• Serious incident reporting policy in place</li> <li>• Safeguarding action plan, policies, and training</li> <li>• Mandatory data protection training framework</li> <li>• GDPR compliant data mapping tool (Information Asset Register) employed and reviewed annually as a minimum.</li> <li>• DBS check framework in place</li> <li>• Access to specialist Legal and HR services to support decision-making.</li> <li>• Cyber Essentials Plus certification obtained annually to check vulnerability of our internal systems</li> </ul>
<p><b>Operational:</b> Service provision and development may not be aligned to beneficiaries' needs and desires. Our existing and new services may be inaccessible to some beneficiaries due to digital exclusion (for example).</p>	<ul style="list-style-type: none"> <li>• Robust clinical governance and extensive safeguarding processes underpin services.</li> <li>• Multi-year investment in digital capability to build a digital culture and develop digital products.</li> <li>• Service development based upon user research and consciously takes account of access issues.</li> <li>• Active consideration given to how support needs can be met even if we are not always the right people to meet them.</li> </ul>
<p><b>Environmental and External:</b> Communications and brand positioning may fail to maintain a strong reputation and the confidence of stakeholders and funders.</p>	<ul style="list-style-type: none"> <li>• Building a clear brand</li> <li>• Consistent and skilled communications team.</li> <li>• Meticulous reporting to funders</li> <li>• Due diligence when considering new projects.</li> <li>• Development of key messages</li> <li>• Reputation management</li> </ul>

## 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). The affairs of the charitable company are governed by its Memorandum of Association, which established its objects and powers, and it is governed under its Articles of Association.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### **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 10 Trustees at 31 March 2025, 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 review and discuss 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. 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 2025, key management were defined as the CEO and the Director of Finance and Resources.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of the charity 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

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

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable 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.

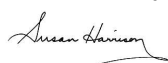
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

#### Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 13 November 2025 and signed on their behalf by



**Susan Harrison**  
**Interim Chair of Trustees**

**Date:** 13 November 2025

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES**

### **Opinion**

We have audited the financial statements of Changing Faces (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related 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 charity's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 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.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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

## **CHANGING FACES**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES**

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 has 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

#### **Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

## CHANGING FACES

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
  - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
  - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
  - Testing the appropriateness of journal entries;
  - Assessing judgements and accounting estimates for potential bias;
  - Reviewing related party transactions; and
  - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## CHANGING FACES

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES

#### Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

*William Guy Blake*

Date: 17 November 2025

**William Guy Blake ACA**  
**(Senior Statutory Auditor)**

For and on behalf of:

#### **GODFREY WILSON LIMITED**

Chartered accountants and statutory auditors  
5<sup>th</sup> Floor Mariner House  
62 Prince Street  
Bristol  
BS1 4QD

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025**

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

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
<b>Income from</b>					
Donations and legacies		515,776	698,026	1,213,802	1,203,989
Charitable activities		97,286	-	97,286	109,497
Investments		933	-	933	-
<b>Total</b>	3	<b>613,995</b>	<b>698,026</b>	<b>1,312,021</b>	<b>1,313,486</b>
<b>Expenditure on</b>					
Raising funds		320,477	8,654	329,131	341,971
Charitable activities		252,283	662,506	914,789	958,040
<b>Total</b>	4	<b>572,760</b>	<b>671,160</b>	<b>1,243,920</b>	<b>1,300,011</b>
<b>Net income and net movement in funds</b>	5	<b>41,235</b>	<b>26,866</b>	<b>68,101</b>	<b>13,475</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	10	267,814	274,681	542,495	529,020
<b>Total funds carried forward</b>		<b>309,049</b>	<b>301,547</b>	<b>610,596</b>	<b>542,495</b>

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.

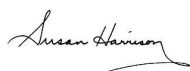
## BALANCE SHEET AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	7	3,547	7,077
Total fixed assets			
Current assets			
Debtors and prepayments	8	192,823	207,225
Cash at bank and in hand		539,456	441,367
Total current assets		<u>732,279</u>	<u>648,592</u>
Liabilities			
Creditors: amounts falling due within one year	9	(125,230)	(113,174)
Net current assets		<u>607,049</u>	<u>535,418</u>
<b>Total net assets</b>		<b>610,596</b>	<b>542,495</b>
Restricted income funds		301,547	274,681
Unrestricted funds:			
Free reserves		309,049	267,814
		<u>309,049</u>	<u>267,814</u>
<b>Total funds</b>	10	<b><u>610,596</u></b>	<b><u>542,495</u></b>

The accompanying notes form part of these financial statements.

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

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



**Susan Harrison**  
Interim Chair of Trustees

**Date:** 13 November 2025

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Cash Flows from operating activities:</b>		
Net cash provided by/ (used in) operating activities (see below)	97,156	37,896
<b>Cash flows from investing activities:</b>		
Bank interest received	933	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>933</b>	<b>-</b>
	<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period	<b>98,089</b>	<b>37,896</b>
Cash and cash equivalents at the beginning of the reporting period	441,367	403,471
Cash and cash equivalents at the end of the reporting period	<b>539,456</b>	<b>441,367</b>
	<hr/>	<hr/>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Net income / (expenditure) for the year	68,101	13,475
<b>Adjustments for:</b>		
Depreciation charges	3,530	5,284
Loss on disposal of fixed assets	-	167
Bank interest received	(933)	-
Decrease/(Increase) in debtors and prepayments	14,402	70,033
(Decrease)/increase in creditors	12,056	(51,063)
	<hr/>	<hr/>
Net cash provided by / (used in) operating activities	<b>97,156</b>	<b>37,896</b>
	<hr/>	<hr/>
<b>Analysis of cash and cash equivalents</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>539,456</b>	<b>441,367</b>
	<hr/>	<hr/>

## CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

### NOTES TO THE FINANCIAL STATEMENTS

#### 1: ACCOUNTING POLICIES

##### **Basis of Preparation**

Changing Faces is a charitable company limited by guarantee registered in England, Wales and Scotland. The registered office is The Circle, 33 Rockingham Lane, Sheffield, England, S1 4FW.

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and Charities and Trust Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations (2006 (as amended)).

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.

Cashflow forecasts have been prepared, reflecting several different scenarios for 2025/26 and 2026/27 using a risk averse basis. Trustees have examined these cashflow forecasts and are confident that Changing Faces has the financial resources to continue operating for the foreseeable future.

##### **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.

##### **Donated Facilities / Services**

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity. This is the amount the charity would have been willing to pay to

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### 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 relate 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

#### 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.

## **CHANGING FACES**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025**

#### **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.

#### **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 (up to 90 days).

#### **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.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 3: INCOME ANALYSIS

	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Legacies	13,801	-	13,801	111,753
Income from trusts and grants	280,398	698,026	978,424	813,078
Other donations	157,235	-	157,235	202,967
Income from fundraising activity	64,342	-	64,342	76,191
Charitable activities	97,286	-	97,286	109,497
Investment income	933	-	933	-
<b>Total</b>	<b>613,995</b>	<b>698,026</b>	<b>1,312,021</b>	<b>1,313,486</b>

Income from charitable activities comprises principally of skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are part funded by NHS bodies under a mix of service level agreements (“SLAs”), contracts, and as non-contracted activity (NCA).

#### 4A: ANALYSIS OF TOTAL EXPENDITURE

	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>CHARITABLE ACTIVITIES</b>				
<b>Services and Innovation</b>				
Wellbeing	2,949	354,987	357,936	380,000
Skin camouflage services	142,811	165,590	308,401	313,151
Education	2,688	-	2,688	72,081
	<b>148,448</b>	<b>520,577</b>	<b>669,025</b>	<b>765,232</b>
<b>Championing the Voice</b>				
Communications	103,835	141,929	245,764	192,808
	<b>252,283</b>	<b>662,506</b>	<b>914,789</b>	<b>958,040</b>
<b>Cost of raising funds</b>				
Fundraising costs	320,477	8,654	329,131	341,971
<b>Total</b>	<b>572,760</b>	<b>671,160</b>	<b>1,243,920</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 4B: DIRECT AND SUPPORT COSTS

	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2024</b>
	<b>Direct costs</b>	<b>Support costs</b>	<b>Total</b>	<b>Total</b>
	£	£	£	£
<b>Charitable activities</b>				
<b>Changing lives</b>				
Wellbeing	323,079	34,857	357,936	380,000
Skin camouflage services	282,471	25,930	308,401	313,151
Education	2,688	-	2,688	72,081
	<b>608,238</b>	<b>60,787</b>	<b>669,025</b>	<b>765,232</b>
<b>Changing Minds</b>				
Communications	225,439	20,325	245,764	192,808
	<b>833,677</b>	<b>81,112</b>	<b>914,789</b>	<b>958,040</b>
<b>Cost of raising funds</b>				
Fundraising costs	299,637	29,494	329,131	341,971
	<b>1,133,314</b>	<b>110,606</b>	<b>1,243,920</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 4C: SUPPORT COSTS

	2025	2025	2025	2025	2025	2024
	Premises costs	Office costs	Staff and volunteer costs	Depreciation	Total	Total
	£	£	£	£	£	£
<b>Charitable activities</b>						
<b>Changing lives</b>						
Wellbeing	870	28,987	3,887	1,113	34,857	36,244
Skin camouflage services	648	21,563	2,891	828	25,930	26,313
Education	-	-	-	-	-	6,602
<b>Changing Minds</b>						
Communications	507	16,903	2,266	649	20,325	16,823
<b>Cost of raising funds</b>						
Fundraising costs	736	24,529	3,289	940	29,494	31,233
	<b>2,761</b>	<b>91,982</b>	<b>12,333</b>	<b>3,530</b>	<b>110,606</b>	<b>117,215</b>

Total governance costs during the year were £40,898 (2024: £17,986).

Support costs are allocated on a per capita basis, relating to the average WTE staff employed in each activity, taking into account the contribution of self-employed contractors.

#### 5: NET MOVEMENT IN FUNDS

	2025	2024
	£	£
<b>The result for the year is stated after charging:</b>		
Auditor's remuneration (excl. VAT)		
- Audit	11,350	11,000
- Non audit	-	200
Depreciation of fixed assets	<u>3,530</u>	<u>5,284</u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 6: EMPLOYEES

##### Total remuneration

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	801,525	862,520
Social security costs	80,082	86,842
Pension costs	46,435	52,254
Freelance staff	10,240	34,653
Redundancy costs	-	2,063
	<b>938,282</b>	<b>1,038,332</b>

##### Average number of employees

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

	<b>2025</b>	<b>2024</b>
	<b>FTE</b>	<b>FTE</b>
Wellbeing	5	6
Skin camouflage	4	4
Education	-	1
Communications	3	2
Administration	5	6
Fundraising	4	4
	<b>21</b>	<b>23</b>

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

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
	39	44

##### Remuneration of higher paid staff

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

	<b>2025</b>	<b>2024</b>
£60,000 - £70,000	2	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 £148,309 (2024: £214,387). Key management personnel are the charity's leadership team, comprising the CEO, and the Director of Finance and Resources.

Key management employer pension contributions amounted to £7,554 (2024: £10,824)

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### Board of Trustees members' expenses

None of the Trustees received any remuneration in the year (2024: nil). Five trustees received reimbursement of expenses during the year of £499 for travel and subsistence (2024: three trustees were reimbursed £407 for travel and subsistence). The charity maintains liability insurance covering members of the Board of Trustees in their capacity as directors.

#### 7: TANGIBLE ASSETS

	<b>Computer Equipment</b>	<b>Total</b>
	£	£
<b>COST</b>		
At 1 <sup>st</sup> April 2024	35,205	35,205
Additions	-	-
Disposals	-	-
At 31 <sup>st</sup> March 2025	<u>35,205</u>	<u>35,205</u>
<b>DEPRECIATION</b>		
At 1st April 2024	28,128	28,128
Charge for the year	3,530	3,530
Disposals	-	-
At 31 <sup>st</sup> March 2025	<u>31,658</u>	<u>31,658</u>
<b>NET BOOK VALUE</b>		
At 31 <sup>st</sup> March 2025	<u><b>3,547</b></u>	<u><b>3,547</b></u>
At 31 <sup>st</sup> March 2024	<u><u>7,077</u></u>	<u><u>7,077</u></u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 8: DEBTORS

	2025	2024
	£	£
Trade debtors	24,750	2,741
Prepayments and accrued income	167,849	204,260
Other debtors	224	224
	<u>192,823</u>	<u>207,225</u>

#### 9 CREDITORS: Amounts due within one year

	2025	2024
	£	£
Trade creditors	32,562	15,951
Accruals and deferred income	63,865	72,755
Employer pension contributions	8,770	6,565
Other taxes and social security	20,033	17,903
	<u>125,230</u>	<u>113,174</u>

#### 10: FUNDS

	Unrestricted funds	Restricted funds	Total
	£	£	£
Balance at 1 <sup>st</sup> April 2024	267,814	274,681	542,495
Net income/(expenditure)	41,235	26,866	68,101
Balance at 31 <sup>st</sup> March 2025	<u>309,049</u>	<u>301,547</u>	<u>610,596</u>

#### Analysis of net assets between funds

Tangible fixed assets	3,547	-	3,547
Net current assets	305,502	301,547	607,049
	<u>309,049</u>	<u>301,547</u>	<u>610,596</u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

The restricted funds of the charity comprise:

	At 1 April 2024	Income	Expenditure	At 31 March 2025
	£	£	£	£
Support for Communications and Campaigning	41,600	144,151	(90,689)	95,062
Support for adults with a visible difference	3,750	-	(3,750)	-
Support for children and young people with a visible difference	4,584	10,750	(10,063)	5,271
Support for adults, children, and young people with a visible difference, Scotland	-	500	(500)	-
Support for adults, children, and young people with a visible difference	17,375	46,750	(40,021)	24,104
Skin camouflage service, London	7,141	47,000	(30,642)	23,499
Support for adults, children, and young people with a visible difference, Scotland	-	50,000	(50,000)	-
Skin camouflage service	51,042	35,564	(66,469)	20,137
Skin camouflage service, Scotland	5,019	14,043	(19,062)	-
Support for Health Care Professional Engagement	-	15,000	-	15,000
Wellbeing and counselling service	62,583	201,750	(199,083)	65,250
Support for Wellbeing services and communications and campaigning	68,350	117,518	(140,144)	45,724
Wellbeing support for children and young people	13,237	15,000	(20,737)	7,500
	<b>274,681</b>	<b>698,026</b>	<b>(671,160)</b>	<b>301,547</b>

#### Restricted funds

**Support for Communications and Campaigning** is a grant funding the production of our latest Campaigning business plan.

**Support for adults with a visible difference** is a grant funding our psychosocial support practitioners.

**Support for children and young people with a visible difference** are grants supporting our Wellbeing and Skin Camouflage Services.

**Support for children and young people with a visible difference, Scotland** are grants supporting Children and young people through our Wellbeing and Skin Camouflage Services.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

**Support for adults, children and young people with a visible difference**, are grants provided to support our services as a whole, some funding within this category is location specific within England.

**Support for adults, children, and young people with a visible difference, Scotland** are grants towards our services supporting people with visible differences through Wellbeing support and Skin Camouflage in Scotland.

**Skin camouflage service, London** is grant funding for our skin camouflage clinics in London.

**Skin Camouflage service** are grants supporting the work of our Skin Camouflage Service, some funding within this category is location specific within England.

**Skin Camouflage service, Scotland** are grants supporting the work of our Skin Camouflage Service in Scotland.

**Support for Health Care Professional Engagement** is a grant supporting our Health Professional Engagement.

**Support for Wellbeing services and communications and campaigning** is a multi-year grant to support provision of wellbeing services including online peer support, and to develop online spaces to connect in the media, plus campaigning and media opportunities.

**Wellbeing and counselling service** are grants funding 1-2-1 support, our support and information line, online forum and workshops for adults and children and young people with a visible difference.

**Wellbeing and support for children and young people** is a grant funding psychological and emotional support to children and young people with a visible difference.

The unrestricted funds of the charity comprise:

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
Designated funds	-	-	-	-	-
Free reserves	267,814	613,995	(572,760)	-	309,049
	<b>267,814</b>	<b>613,995</b>	<b>(572,760)</b>	<b>-</b>	<b>309,049</b>

#### Unrestricted reserves: designated reserves

The Trustees did not designate any funds within 2024/25.

#### 11: 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 £46,435 (2024: £52,254).

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 12: RELATED PARTY TRANSACTIONS

During the year, the charity received £16,155 in donations from trustees (2024: £11,278)

## 2024 COMPARATIVES

#### 13. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

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

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
		£	£	£	£
<b>Income from</b>					
Donations and legacies		599,581	604,408	1,203,989	1,079,571
Charitable activities		109,497	-	109,497	159,416
Investments		-	-	-	-
<b>Total</b>	3	<b>709,078</b>	<b>604,408</b>	<b>1,313,486</b>	<b>1,238,987</b>
<b>Expenditure on</b>					
Raising funds		341,971	-	341,971	494,057
Charitable activities		407,254	550,786	958,040	1,689,946
<b>Total</b>	4	<b>749,225</b>	<b>550,786</b>	<b>1,300,011</b>	<b>2,184,003</b>
<b>Net (expenditure) / income</b>		(40,147)	53,622	13,475	(945,016)
<b>Transfers between funds</b>	10	-	-	-	-
<b>Net movement in funds</b>	10	(40,147)	53,622	13,475	(945,016)
<b>Reconciliation of funds</b>					
Total funds brought forward	10	307,961	221,059	529,020	1,474,036
<b>Total funds carried forward</b>		<b>267,814</b>	<b>274,681</b>	<b>542,495</b>	<b>529,020</b>

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

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 14: INCOME ANALYSIS 2024

	2024 Unrestricted £	2024 Restricted £	2024 Total £
Legacies	111,753	-	111,753
Income from trusts and grants	208,670	604,408	813,078
Other donations	202,967	-	202,967
Income from fundraising activity	76,191	-	76,191
Charitable activities	109,497	-	109,497
<b>Total</b>	<b>709,078</b>	<b>604,408</b>	<b>1,313,486</b>

#### 15: ANALYSIS OF TOTAL EXPENDITURE 2024

	2024 Unrestricted £	2024 Restricted £	2024 Total £
<b>Charitable activities</b>			
<b>Services and Innovation</b>			
Wellbeing	46,282	333,718	380,000
Skin camouflage services	152,442	160,709	313,151
Education	54,122	17,959	72,081
	<b>252,846</b>	<b>512,386</b>	<b>765,232</b>
<b>Championing the Voice</b>			
Communications	154,408	38,400	192,808
	<b>407,254</b>	<b>550,786</b>	<b>958,040</b>
<b>Cost of raising funds</b>			
Fundraising costs	341,971	-	341,971
<b>Total</b>	<b>749,225</b>	<b>550,786</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 16: DIRECT AND SUPPORT COSTS 2024

	2024 Direct costs £	2024 Support costs £	2024 Total £
<b>Charitable activities</b>			
<b>Changing lives</b>			
Wellbeing	343,756	36,244	380,000
Skin camouflage services	286,838	26,313	313,151
Education	65,479	6,602	72,081
	<b>696,073</b>	<b>69,159</b>	<b>765,232</b>
<b>Changing Minds</b>			
Communications	175,985	16,823	192,808
	<b>872,058</b>	<b>85,982</b>	<b>958,040</b>
<b>Cost of raising funds</b>			
Fundraising costs	310,738	31,233	341,971
<b>Total</b>	<b>1,182,796</b>	<b>117,215</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 17: SUPPORT COST ALLOCATION 2024

	2024	2024	2024	2024	2024
	Premises costs	Office costs	Staff and volunteer costs	Depreciation	Total
	£	£	£	£	£
<b>Charitable activities</b>					
<b>Changing lives</b>					
Wellbeing	1,532	27,238	5,840	1,634	36,244
Skin camouflage services	1,112	19,775	4,240	1,186	26,313
Education	279	4,962	1,063	298	6,602
<b>Changing Minds</b>					
Communications	711	12,643	2,711	758	16,823
<b>Cost of raising funds</b>					
Fundraising costs	1,320	23,472	5,033	1,408	31,233
<b>Total</b>	<b>4,954</b>	<b>88,090</b>	<b>18,887</b>	<b>5,284</b>	<b>117,215</b>

#### 18: FUNDS 2024

	Unrestricted funds	Restricted funds	Total
	£	£	£
Balance at 1st April 2023	307,961	221,059	529,020
Net income/(expenditure)	(40,147)	53,622	13,475
Balance at 31st March 2024	267,814	274,681	542,495
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	7,077	-	7,077
Net current assets	260,737	274,681	535,418
	267,814	274,681	542,495

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

The restricted funds of the charity comprise:

	<b>At 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Support for Communications and Campaigning	30,000	50,000	(38,400)	41,600
Support for adults with a visible difference	2,083	5,000	(3,333)	3,750
Support for children and young people with a visible difference	2,667	21,000	(19,083)	4,584
Support for adults, children, and young people with a visible difference, Scotland	1,000	6,000	(7,000)	-
Counselling support, new ways of working	-	52,500	(35,125)	17,375
Skin camouflage service, London	7,287	42,850	(42,996)	7,141
Rebuilding skin camouflage service, Scotland	29,754	-	(29,754)	-
Skin camouflage service	8,025	79,500	(36,483)	51,042
Skin camouflage service, Scotland	1,833	33,704	(30,518)	5,019
Support for Education and resources	7,697	10,262	(17,959)	-
Wellbeing and counselling service	80,375	138,000	(155,792)	62,583
Support for Wellbeing services and communications and campaigning	35,979	146,568	(114,197)	68,350
Wellbeing support for children and young people	14,359	19,024	(20,146)	13,237
	<b>221,059</b>	<b>604,408</b>	<b>(550,786)</b>	<b>274,681</b>

The unrestricted funds of the charity comprise:

	<b>At 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Designated funds	-	-	-	-	-
Free reserves	307,961	709,078	(749,225)	-	267,814
	<b>307,961</b>	<b>709,078</b>	<b>(749,225)</b>	<b>-</b>	<b>267,814</b>

## ADMINISTRATIVE DETAILS

### Address

Registered Office: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW  
Postal address: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW  
Website: [www.changingfaces.org.uk](http://www.changingfaces.org.uk)

### Trustees

The following Trustees served between 1st April 2024 and up to the date of this report:

David Clayton (Chair) \*\* (resigned 1 December 2024)  
Helen Marshall \*\*\* (appointed 15 Oct 2024, Chair 1 December 2024 - 31 January 2025, resigned 31 January 2025)  
Susan Harrison \* \*\*\* (Deputy Chair to 31 January 2025, Interim Chair from 1 February 2025, resigned 13 November 2025)  
John Ashcroft \*\*\*  
Tiwonge Chipeta-Cohn \* (Safeguarding Lead Trustee)  
Bridget Gardiner \*\* (Hon Secretary) (resigned 31 December 2024)  
Monica Gizzi \* (Chair of the Audit and Risk Committee)  
Elissa Holme \* \*\* \*\*\* (Hon Treasurer)  
Victoria Hunt \*\*\*  
Nicholas Lee \*\*\*  
Kate Pryke \*\* \*\*\* (appointed 13 June 2024, Deputy Chair and Hon Secretary from 1 February 2025, Chair from 13 November 2025)  
Amit Sheth \*\* (appointed 19 November 2024)  
Andrew Thompson (resigned 23 May 2024)  
Simon van Eeden (appointed 18 December 2024)  
Caroline Clarke (appointed 9 July 2025)

In line with the Charity Governance Code<sup>3</sup>, the Board regularly reviews its composition and undertakes recruitment to refresh the Board. Due to the significant changes that the charity faced in recruiting both a new Chief Executive and new Chair in 2025/2026, Susan Harrison and Victoria Hunt have remained Board members beyond the Governance Code guidance of a maximum term of nine years. The Board is grateful for their willingness to support the Board and the organisation during a time of significant personnel changes.

### Members of Board Committees:

\* Audit and Risk Committee  
\*\* Finance Committee  
\*\*\* Nominations Committee

### Solicitors

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

### Auditor

Godfrey Wilson Ltd, 5<sup>th</sup> Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD

### Bankers

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

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<sup>3</sup> <https://www.charitygovernancecode.org/en>

**Chief Executive Officer**

Heather Blake (resigned 30<sup>th</sup> July 2025)

Louise Wright (appointed 21<sup>st</sup> July 2025)