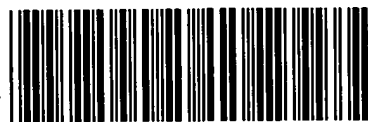


Registered Charity No: 1003023

Company Number: 02595601

**We Change Lives (WCL)**  
**TRUSTEES REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH**  
**2025**

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**We Change Lives (WCL)  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**We Change Lives (WCL)  
REFERENCE AND ADMINISTRATIVE DETAILS  
FOR THE YEAR ENDED 31 MARCH 2025**

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The trustees appointed at the date of approval of this report, and/or during the reporting period are:

- |                             |  |
|-----------------------------|--|
| • Richard James Gore        | Appointed 28 September 2015                        |
| • Chris Howarth             | Appointed 24 September 2018                        |
| • Peter David Holmes        | Appointed 24 September 2018                        |
| • Janice Lorraine Wycherley | Appointed 12 December 2012                         |
| • Martin Schwaller          | Appointed 3 November 2025                          |
| • Lenka Gaborova            | Appointed 28 March 2022 (resigned 11 April 2024)   |
| • Ian Hamish Fairbrother    | Appointed 16 April 2015 (resigned 3 November 2025) |

**Company Registration Number:** 02595601

**Charity Registered Number:** 1003023

**Registered Office:** Windsor House  
Bayshill Road  
Cheltenham  
Gloucestershire  
GL50 3AT  
United Kingdom

We Change Lives often uses the abbreviation 'WCL'. It was formerly known as Warrington Community Living (the name was changed to We Change Lives (WCL) on 26 September 2022)

**Chief Executive Officer:** Philip Sermon

**Independent Auditor:** Hazlewoods  
Windsor House  
Bayshill Road  
Cheltenham  
Gloucestershire  
GL50 3AT  
United Kingdom

**Solicitors:** Bevan Brittan  
Kings Orchard  
1 Queen Street  
Bristol  
BS2 0HQ

**Financial Advisors:** Kent Finance  
1 Sunflowers  
Pluckley  
Kent  
TN27 0PD

**Principle Bankers:** Barclays  
Leicester  
LE87 2BB

**We Change Lives (WCL)  
REFERENCE AND ADMINISTRATIVE DETAILS  
FOR THE YEAR ENDED 31 MARCH 2025**

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<b>Senior Management Team:</b>	Sarah Gardner	Deputy CEO and Head of Care
	Will Napier Fenning	Chief Financial Officer (CFO)
	Diviesh Morjaria	Chief Technology Officer (CTO)
	Elaine Cleary	Head of Operational Excellence
	Fiona Carter	Head of People and Culture
	Charlie Barber	Head of Complex Care
	Jairo Llanaeza Castellanos	Head of Financial Management
	Claire Illingworth	Company Secretary

**We Change Lives (WCL)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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The Trustees who are also directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 March 2025.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Status and Charity Number**

We Change Lives (WCL) is a Company Limited by Guarantee (Company number: 02595601) and a registered charity (Registered Charity number: 1003023).

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was five (2024:6). The trustees are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

**Governing Document**

The governing document of We Change Lives (WCL) is the Articles of Association which were updated and approved on 19th July 2023.

**Related parties and subsidiaries** At the close of the reporting period 31 March 2025, WCL had eight fully owned subsidiaries:

- Warrington Community Living Service Company Ltd (Company Number: 10906233)
- 3L Care Limited (Company Number: 7174346)
- 3L Care Holdings Limited (Company Number: 10234039)
- 3L Care Group Limited (Company Number: 12662209)
- Creative Care (Leicester) Limited (10528776)
- JD Zencare Limited (08373032)
- JO Care Services Limited (12391170)
- PSA Care Services Limited (12391286)

**Organisational structure**

**Board of Trustees:**

The Board of Trustees administers the charity. The board meet once every three months to manage the charity's affairs, receiving management accounts and reports from the Chief Executive and the various heads of department, and assurance reports from the boards sub-committees.

**Recruitment and appointment of trustees**

Trustees are recruited via an open recruitment method with trustee roles being advertised on LinkedIn and other social media channels and through a recruitment agencies. The trustees are appointed by the Board of Directors as stated in the Articles of Association. The minimum number of trustees is five, the maximum number of trustees is twelve.

The trustees, who are also directors under company law, are appointed by two different methods. For all those in post prior to 24 January 2022 the maximum term is 12 years from their original appointment.

For trustees appointed after 24 January 2022, they are appointed for a term of 3 years. After each 3-year term they shall retire from office but are eligible to be reappointed for a further 3-year term with a maximum of 9 years in total. A trustee who has served three terms of office may not be reappointed. However, the term of office can be extended for a period of one additional year if the loss of core skills and experience would be detrimental to the charity, subject to 75% of the existing trustees agreeing.

One of the current trustees has exceeded the terms of their appointment (appointed December 2012). This trustee brings extension knowledge to the board from within the social care sector. Without a suitable replacement their resignation would be detrimental to the charity. The board has undertaken recruitment during the reporting period but was unsuccessful in appointing a suitable replacement. Recruitment for this role remains

**We Change Lives (WCL)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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ongoing and the board is committed to finding a suitable replacement. Additionally, a review of trustee succession planning and is in process, and the board is looking to recruit an additional two trustees during the financial year ending March 2026, to future proof the Board.

One trustee resigned during the reporting period (April 2024) and another resigned post the reporting period (November 2025). A new trustee was appointed at the same date (November 2025), to ensure WCL retained a minimum of 5 trustees on the board.

**Induction and training of trustees**

During the reporting period the trustee recruitment and induction plan was reviewed against best practice, which included Charity Commission guidance, social care regulatory requirements and common recruitment practices from medium sized charities delivering regulated services. The objective of the induction is to support trustees in their understanding of their legal obligations under charity and company law, the content of Articles of Association, the Committee and decision-making processes, the business plan and recent financial performance of the charity.

As part of the induction trustees also meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

During the reporting period one trustee commenced their induction (formal appointment November 2025).

Once in post trustees and/or the Senior Management Team attend and support a range of local statutory and voluntary sector forums relating to older people, people with learning disabilities, people with dementia and acute brain injuries (ABI)

The Trustees' Report section (pages 5–7 ) sets out the aims and strategies of the charity and demonstrates how the aims and activities of the charity during the year were carried out for the Public Benefit.

**Board sub-committees**

The Board has four subcommittees:

- Finance, Audit and Risk
- Quality of Care and Support
- People and Culture (name changed from Colleagues and Culture in July 2024)
- Remuneration

The committees meet quarterly, with the exception of the Remuneration Committee, which meets annually.

**CEO**

The Chief Executive is appointed by the board to manage the day-to-day operations of the charity. To facilitate effective operations the Chief Executive has delegated authority, within terms of delegation approved by the directors, for operational matters such as care and employment. Financial decisions are governed by WCL's financial policies, as approved by the Board of Trustees.

**Pay Policy for Senior Staff**

The Board of Directors, who are the charity's trustees, along with the Senior Management Team comprise the key management personnel of the charity in charge of directing and controlling the charity.

All trustees give of their time freely and no trustee received remuneration in the year.

The Senior Management Team are delegated responsibility for the running and operating the charity on a day-to-day basis. The pay of the senior management team is reviewed annually by the Remuneration Committee, on behalf of the Board.

**OBJECTIVES AND ACTIVITIES**

**Charitable Objectives**

We Change Lives (WCL)'s charitable objectives are specifically restricted to the relief of adults from the disabilities resulting from old age, including mental health problems, and of people with learning disabilities, physical disabilities, or mental health disabilities by the provision of permanent homes and services calculated to relieve the needs of such persons (hereinafter called service users). Provided that in furthering this object, the

**We Change Lives (WCL)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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charity will seek to enable services users to lead an independent and fulfilling lifestyle by providing opportunities to exercise **Public Benefit**

The objectives and aims of We Change Lives (WCL) are contained in the company's Articles of Association.

The trustees confirm they have regard for the Public Benefit guidance issued by the Charity Commission as the Charities Act 2011 requires the charity to demonstrate the Public Benefit of our aims.

The Charity's Purpose is to benefit the public by providing Residential and Nursing accommodation, care and support for adults who have learning disabilities and for people requiring support including those who have dementia. We also provide support for people who have learning disabilities to enable them to live as independently as possible within their own homes. The people who have used and benefited from our accommodation and support are funded by Cheshire West and Chester Council, NHS Cheshire and Merseyside ICB, Warrington Borough Council, Stoke City Council, NHS Greater Manchester ICB, Manchester City Council, Salford Council, Bolton Council and Wigan.

Circa 165 people used WCL services and around 29 at 3L. Demand for our services is met by giving priority to referrals from Local Authority Adult Social Care departments and local Primary Care Trusts and on some occasions, self, or family referrals.

The objectives are achieved through:

- Supported Living-where individuals with a learning, physical, associated mental health needs and dementia are supported in their own home/property to engage in a healthy and meaningful lifestyle, considering areas such as physical, intellectual, emotional, and social well-being through a variety, of person-centered approaches.
- Mental Health Residential-where individuals with complex mental health issues are supported with rehabilitation to reach and maintain optimum quality of life and achieve as much independence and enjoyment of their lives as possible.
- Older People Residential Care-supporting older people and adults with various levels of learning, physical and associated mental health needs to engage in a healthy and meaningful lifestyle and be active members of their community in the safety of a shared living environment.

In achieving these objectives and aims, the trustees have identified the following specific purposes and values:

**Organisational Purpose**

- Supporting people to live their best life.

**WCL Vision**

Thriving Organisation, Enriching Lives:

- A provider of quality life enriching outstanding support.
- A provider of support that is different for every individual within its care.
- An organic organisation that is current and adaptable (ability to move with the needs of the people it serves).
- A financially thriving organisation that can reinvest into the development of current and new services.

**Organisational Values**

- Supporting rights, needs, choices and dreams.
- See the possibility to make a positive difference in all that we do.
- Being financially responsible and economically sustainable.
- Embrace new technology and innovations.
- Appreciating every colleague's contribution.

There have been no material changes in policy or objectives throughout the year. The strategy is to deliver our key services by providing great quality Care in Safe environments delivered by responsive well trained and well led teams of People. This is underwritten with a Commercial / Financial focus to ensure the services provide great value for people we support but also deliver a surplus to ensure the future viability of the charity.

**Measures to assess success include:**

- Care & Quality - CQC ratings (Outstanding, Good, Requires Improvement or Inadequate) - covers 5 key questions safe, effective, caring responsive and well led.
- People - Vacancies, Staff Turnover, Training.

**We Change Lives (WCL)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Staffing Structure**

The company employs an average of 179 direct staff, who deliver frontline services and carry out the core mission of the charity. Additionally, 12 staff members in Central Support, who provide critical administrative, financial and operational assistance. This dedicated workforce ensures the effective delivery of our programs and the fulfilment of our charitable objectives.

**ACHIEVEMENTS AND PERFORMANCE**

We Change Lives (WCL) commenced its operation of services in 1989 when it was known as Warrington Community Living and established itself as a charity in 1991.

WCL's original purpose was to support people with learning disabilities moving out of long stay hospital accommodation and provide them with community focused services that would promote independence and a more inclusive lifestyle. This work continued and expanded to include older people, people with dementia and community services. A merger with Warrington Community Care allowed the scope of services to expand to include services to people with mental health issues. This meant that the organisation grew from supporting less than 100 people, to supporting over 450 people every year in Warrington.

As part of the strategic plan conceived post the Covid pandemic the charity opted to expand outside of the borough of Warrington to the wider North West of England and to specialise in three groups of services where it felt it excelled. These were: specialist services for the elderly, services to people with learning disabilities including people with profound and multiple learning disabilities living in their own homes (supported living tenancies) and individuals with complex physical health conditions and or Acquired Brain Injuries.(ABI)

The charities vision to continuously grow and specialise in these types of services led to the successful acquisition of '3L Care Limited' in September 2023 funded by existing cash balances and a loan facility provided by Unity Trust Bank PLC (£7.7m deal/£5.7m loan with £0.8m deferred consideration). 3L consists of 3 registered nursing homes, one in Atherton (Greater Manchester) and two in Winsford (Cheshire) that provide nursing and respite services for adults with complex physical health care conditions and or ABI. This acquisition contributes to both WCL charitable purpose and the ambition to provide care to a geographically wider range of service users positively impacting their lives.

The next acquisition happened in 2025 with the purchase of Creative Care Ltd and its subsidiaries. This was achieved with the re-financing of the existing loan through Barclays. A new facility of £16m was activated, with two deferred consideration payments agreed (£500k in December 2025 and £1m in March 2026).

We Change Lives (WCL) continues to satisfactorily operate the following services which are registered and regulated by the Care Quality Commission (CQC):

- Beefold Lane – a registered nursing home in Atherton, a suburb of Wigan, for 9 people with complex physical health care conditions and or ABI.
- Chapel House - - a registered nursing home in Winsford for 10 people with complex physical health care conditions and or ABI.
- Old Chapel - a registered nursing home in Winsford for 6 people with complex physical health care conditions and or ABI.
- Heathside - a residential home in Penketh for 37 older people and people with dementia, which is now also successfully working with older people with a learning disability.
- Heathside Mews- a residential home in Penketh for 25 older people and people with dementia.
- Westleigh House - a residential home in Stockton Heath for 20 people with mental health issues.
- A community network which provides support to people with learning disabilities including people with profound and multiple learning disabilities living in their own homes/legal tenancies.

The following CQC ratings have not changed since 31st March 2025:

Service	CQC rating
Beefold Lane	Good
Chapel House	Good
Old Chapel	Good
Heathside	Good
Heathside Mews	Good
Westleigh House	Requires Improvement

**We Change Lives (WCL)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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Lucklaw	Good
Hillock	Good
Park Drive	Good
Twiss Green Lane	Good

Closed service: Park House

**CEO Report**

**1. Introduction**

This past year has been a period of growth for We Change Lives. Despite ongoing challenges across the health and care sector, such as increased demand for services, cost pressures and workforce shortages, our team has continued to deliver exceptional care, compassion and support to those who rely on us.

Our vision is of a thriving organisation enriching lives, as such, we must be sustainable to enrich the lives of the people we care for.

Our mission is clear: supporting people to live their best lives, to improve health outcomes, enhance wellbeing and provide holistic, person-centered care for every individual who comes through our doors.

Our strategy is to:

Deliver the most complex care whilst growing our EBITDA to allow continual reinvestment in our people, properties and services for the enhanced benefits of the people we care for.

**2. Key Achievements and Impact**

Over the course of the year, we have made significant progress through our strategic priorities:

**Service Delivery**

Supported 194 patients/clients:

- We have worked in partnership with property providers to open two fully adapted bungalows Hillock and Park Drive where we provide support for 8 people.
- We acquired 3L Care Ltd where we are registered to support 25 people with complex physical health conditions.

**Clinical Quality and Safety**

- Maintained full compliance with Care Quality Commission (CQC) standards.
- With Nourish we enhanced clinical governance systems, improving safety monitoring and reporting.
- Conducted regular audits and training to uphold best practice across all areas of care.

**People and Culture**

- Welcomed 86 new staff and bringing our total team to 381 dedicated individuals.
- Invested in advanced training, wellbeing and professional development initiatives to support our workforce.

**3. Financial Overview**

The charity ended the financial year in a stable and sustainable position. Despite economic uncertainty, we have continued to manage resources responsibly and ensure that every donation is used to deliver maximum impact.

- Total income: £12,042,713
- Total expenditure: £11,762,525
- Operating position: Surplus of £777,932
- Reserves: £5,072,581.
- Key income sources: local authorities' contracts and self-funder individuals

We remain grateful to our donors, partners, and supporters who continue to invest in our mission and trust us to deliver meaningful healthcare support.

**We Change Lives (WCL)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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**4. Challenges and Lessons Learned**

The healthcare landscape continues to evolve rapidly. Key challenges this year included:

- Rising costs in clinical supplies and staffing. With increased wages and NI.
- Increased demand for services without proportional growth in funding.
- Managing staff wellbeing amid high workloads and emotional demands.

In response, we have:

- Introduced an Operational Excellence function to focus on best practice, labour efficiency and cost reductions in areas such as utilities and equipment rental.
- Invested in digital infrastructure to improve efficiency. A new CTO position was appointed post the end of the reporting period (November 2025).

**5. Strategic Priorities for the Year Ahead**

As we look forward to 2026, our focus will be on sustainability, innovation, and impact. Our strategic priorities include:

1. Expanding access to our healthcare and wellbeing services.
2. Diversifying income through grants, corporate partnerships, and legacy giving.
3. Embedding digital tools to streamline patient care and record management.
4. Developing our people through continuous learning and leadership opportunities.
5. Strengthening governance and demonstrating measurable social and health impact.

**6. Acknowledgements**

None of our achievements this year would have been possible without the dedication and compassion of our staff and trustees, I would like to express my deepest gratitude to:

- Our frontline teams, for their unwavering commitment to patient care.
- The Board of Trustees, for their guidance, integrity, and strategic leadership.
- Our funders whose belief in our mission enables us to continue changing lives.

Together, we are making a lasting difference in the health and wellbeing of our community.

**Internal Control**

The trustees are ultimately responsible for the Trust's system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve the charity's business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

Key procedures have been established, providing effective internal financial control. These include:

- Clearly defined lines of responsibility and delegation.
- Operation within approved financial regulations.
- Budget setting and approval.
- Regular review of performance and forecasts against the budget approved by the Board.
- Reporting to and review by the trustees on a regular basis.

**Risk Management & Principle Risks and Uncertainties**

The Board of Trustees assess risk annually with additional operational and financial risk assessment through delegation to the relevant Committee and to the Finance, Audit & Risk Committee. It oversees its responsibility through its review of the effectiveness of the charity's Risk Framework. This framework is designed to support informed decision-making regarding the risks that affect the charity's performance and its ability to achieve its objectives. Management of risk is embedded into our day-to-day activities and well-established processes and policies are in place to manage them. All our employees have a role in reducing risk through our internal control framework.

Risks are recorded in a risk register and are evaluated in terms of impact and likelihood. The register also provides for a consistent approach to identifying assessing and dealing with the risks facing the charity to ensure they do not exceed the level of risk the charity is willing to assume. The register is designed to manage, rather than health eliminate, the risks to the charity's objectives and to provide reasonable, but not absolute mitigation of these risks. The Finance, Audit & Risk Committee bi-annually reviews the results of the risk reviews undertaken by management and approves an annual risk-based internal audit plan which covers the major risks identified.

Other risks include care and safeguarding of residents and service users, which are mitigated with a dedicated

**We Change Lives (WCL)  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31 MARCH 2025**

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Safeguarding Manager following the Health and Safety Executive (HSE) guidance, stressing the need for risk assessment to be proportionate and balanced as well as reflecting a common sense, integrated approach to health and safety. This protects our people by putting in place measures to control realistic risks, so far as reasonably practicable.

**Going Concern and Reserves policy**

The Trustees continuously monitor political and economic outlooks to ensure smooth operations and preparation for unexpected risks. Under the terms of the charity's Reserves Policy and in forming a view on the charity's Going Concern, Trustees have noted:

- The charity has a risk management framework which is periodically reviewed and updated as risks are identified.
- The charity has adequate insurance cover in place to mitigate against any potential interruptions that may affect the charity.
- The other risks to the charity and the protective steps taken to mitigate against them.
- The charity's housing income from residents is secure, voids are closely monitored and housing demand remains high.
- The charity holds reserves at a level which is at or exceeds the Reserves Policy details of which are below.

In developing the charity's reserves policy, the trustees have considered current obligations, commitments to staff and development of the charity.

**Designated Funds**

The charity's designated funds total £2.03 million. This balance includes the following key designated balances:

- Heathside £1,784,520
- Major repairs £80,104.07

For the period ending 31 March 2025 the group has net current assets of £322,802 with cash at bank totalling £2,260,407 allowing the group to convert these to cash quickly and is in line with the charity's reserve policy.

**Disclosure of Information to Auditor**

The Trustees have taken steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The Trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Approved by order of the members of the board of Trustees and signed on their behalf by

*Richard Gore*

Mr R Gore

Date: 19/12/2025

**We Change Lives (WCL)  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2025**

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:

*Richard Gore*

**Mr R Gore**

Date: 19/12/2025

**We Change Lives (WCL)  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025  
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

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**Opinion**

We have audited the financial statements of We Change Lives (WCL) (the parent charitable company) and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Consolidated Cashflow Statement and the related notes. 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).

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

**Other information**

The other information comprises the information included in the annual report, other than the financial statement and our auditor's report thereon. The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

**We Change Lives (WCL)  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025  
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

---

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees 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.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the charity's audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**We Change Lives (WCL)  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025  
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

---

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISA's (UK).

In identifying and assessing risks of material mis-statement in respect of fraud, including irregularities and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the Group and charitable company's financial statements or that had a fundamental effect on the company's operations. We determined that the most significant laws and regulations included UK GAAP, UK Companies Act 2006 and taxation laws.
- We understood how the company is complying with those legal and regulatory frameworks by making inquiries of management, those responsible for legal and compliance procedures.
- We assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included:
  - Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
  - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process. Detailed analysis of journals posted through the accounting system during the year to 31 March 2025 has been undertaken;
  - Understanding the controls in place to prevent and detect fraud. Reliance was not placed on controls for the entirety of the audit, instead taking a substantive testing approach, however controls were in place to prevent fraud, and they appeared to be working effectively;
  - Challenging assumptions and judgements made by management in its significant accounting estimates.

**Use of our report**

This report is made solely to the Group's and charitable company's trustees, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to them in an auditors' 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 and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Martin Howard*

.....  
Martin Howard (Senior Statutory Auditor)  
For and on behalf of Hazlewoods LLP, Statutory Auditor

Windsor House  
Bayshill Road  
Cheltenham  
GL50 3AT

19/12/2025  
Date: .....

**We Change Lives (WCL)**  
**STATEMENT OF FINANCIAL ACTIVITIES - CONSOLIDATED**  
**THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
<b>INCOME</b>					
<b>Income from:</b>					
Donations and legacies	2	-	128,380	128,380	52,719
Charitable activities	3	11,693,225	-	11,693,225	9,278,228
Investments	4	3,237	-	3,237	5,306
Other income	5	217,871	-	217,871	158,831
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Total income</b>		<b>11,914,333</b>	<b>128,380</b>	<b>12,042,713</b>	<b>9,495,084</b>
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Expenditure on:</b>					
Charitable activities		(11,762,525)	-	(11,762,525)	(9,369,468)
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Total expenditure</b>	6	<b>(11,762,525)</b>	<b>-</b>	<b>(11,762,525)</b>	<b>(9,369,468)</b>
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Other recognised gains/(losses)</b>					
Profit on disposal of tangible assets		506,524	-	506,524	-
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Movement in funds before taxation</b>		<b>658,332</b>	<b>128,380</b>	<b>786,712</b>	<b>-</b>
Corporation tax charge	7	(8,780)	-	(8,780)	-
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Net movement in funds</b>		<b>649,552</b>	<b>128,380</b>	<b>777,932</b>	<b>125,617</b>
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Reconciliation in funds</b>					
Total funds brought forward		4,294,649	-	4,294,649	4,169,032
Net movement in funds		649,552	128,380	777,932	125,617
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Total funds carried forward</b>		<b>4,944,201</b>	<b>128,380</b>	<b>5,072,581</b>	<b>4,294,649</b>
		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>

The notes on pages 16 to 33 form part of these financial statements.

**We Change Lives (WCL)**  
**STATEMENT OF FINANCIAL ACTIVITIES - COMPANY**  
**THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
<b>INCOME</b>					
<b>Income from:</b>					
Donations and legacies	2	1,594,702	128,380	1,723,082	889,318
Charitable activities	3	6,531,922	-	6,531,922	6,347,964
Investments	4	3,237	-	3,237	5,306
Other income	5	213,149	-	213,149	158,409
		<u>8,343,010</u>	<u>128,380</u>	<u>8,471,390</u>	<u>7,400,997</u>
<b>Total income</b>					
<b>Expenditure on:</b>					
Charitable activities		(7,623,431)	-	(7,623,431)	(6,762,932)
		<u>(7,623,431)</u>	<u>-</u>	<u>(7,623,431)</u>	<u>(6,762,932)</u>
<b>Total expenditure</b>					
	6	(7,623,431)	-	(7,623,431)	(6,762,932)
<b>Other recognised gains/(losses)</b>					
Profit on disposal of tangible assets		506,524	-	506,524	-
		<u>506,524</u>	<u>-</u>	<u>506,524</u>	<u>-</u>
<b>Net movement in funds</b>					
		<u>1,226,103</u>	<u>128,380</u>	<u>1,354,483</u>	<u>638,065</u>
<b>Reconciliation in funds</b>					
Total funds brought forward		4,807,097	-	4,807,097	4,169,032
Net movement in funds		1,226,103	128,380	1,354,483	638,065
		<u>4,807,097</u>	<u>128,380</u>	<u>4,807,097</u>	<u>4,807,097</u>
<b>Total funds carried forward</b>					

The notes on pages 16 to 33 form part of these financial statements.

**We Change Lives (WCL)**  
**BALANCE SHEET - CONSOLIDATED**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>FIXED ASSETS</b>			
Intangible assets	10	14,713,188	4,964,147
Tangible assets	11	4,816,295	4,172,295
<b>Total fixed assets</b>		<u>19,574,483</u>	<u>9,136,442</u>
<b>CURRENT ASSETS</b>			
Debtors	13	2,589,100	1,353,493
Cash at bank and in hand		2,260,407	1,142,305
		<u>4,849,507</u>	<u>2,495,798</u>
<b>CREDITORS</b>			
Amounts falling due within one year	14	(4,526,705)	(2,271,145)
<b>NET CURRENT (LIABILITIES) / ASSETS</b>		<u>322,802</u>	<u>224,653</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>19,897,285</u>	<u>9,361,095</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	15	(14,788,676)	(5,052,750)
Deferred tax		(36,028)	(13,696)
<b>TOTAL NET ASSETS</b>		<u>5,072,581</u>	<u>4,294,649</u>
<b>CHARITY FUNDS</b>			
Unrestricted funds	16		
Designated funds		2,032,546	2,032,546
General funds		2,872,705	2,223,153
Revaluation reserve		38,950	38,950
Restricted funds		128,380	-
<b>Total funds</b>		<u>5,072,581</u>	<u>4,294,649</u>

Approved by the Board for issue on .....

.....  
**R Gore**  
**Trustee**

The notes on pages 16 to 33 form part of these financial statements.

**We Change Lives (WCL)  
COMPANY BALANCE SHEET  
AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>FIXED ASSETS</b>			
Tangible assets	11	1,353,446	2,086,792
Investments	12	23,372,477	7,242,807
<b>Total fixed assets</b>		<u>24,725,923</u>	<u>9,329,599</u>
<b>CURRENT ASSETS</b>			
Debtors	13	3,354,355	2,007,171
Cash at bank and in hand		374,787	343,341
		<u>3,729,142</u>	<u>2,350,512</u>
<b>CREDITORS</b>			
Amounts falling due within one year	14	(7,605,275)	(1,820,264)
<b>NET CURRENT (LIABILITIES) / ASSETS</b>		<u>(3,876,133)</u>	<u>530,248</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>20,561,410</u>	<u>9,859,847</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	15	(14,688,210)	(5,052,750)
<b>TOTAL NET ASSETS</b>		<u>6,161,580</u>	<u>4,807,097</u>
<b>CHARITY FUNDS</b>			
<i>Unrestricted funds</i>	16		
Designated funds		2,032,456	2,032,546
General funds		3,961,704	2,735,601
Revaluation reserve		38,950	38,950
Total unrestricted funds		<u>6,033,200</u>	<u>4,807,097</u>
Restricted funds		128,380	-
<b>Total funds</b>		<u>6,161,580</u>	<u>4,807,097</u>

Approved by the Board for issue on .....

.....  
**R Gore**  
**Trustee**

The notes on pages 16 to 33 form part of these financial statements.

**We Change Lives (WCL)**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	Note	£	2024 £	£	2023 £
<b>Cash used in operating activities</b>					
Net cash provided by operating activities	17		3,967,439		504,117
<b>Cash flows from investing activities</b>					
Purchase of tangible fixed assets		(118,877)		(117,062)	
Disposal of fixed assets		1,309,438		-	
Acquisition of subsidiaries (net of cash acquired)		(13,655,398)		(6,168,252)	
<b>Cash used in investing activities</b>			<b>(12,464,839)</b>		<b>(6,285,314)</b>
<b>Cash flows from financing activities</b>					
Repayments of bank borrowings			(6,090,728)		(346,193)
Advance of bank loans			16,160,000		5,700,000
Debt costs paid			-		(143,940)
Hire purchase payments			-		(17,680)
Interest received			3,237		-
Interest paid			(457,005)		-
<b>Net cash provided by / (used in) in financing activities</b>			<b>9,615,502</b>		<b>5,192,187</b>
<b>Change in cash and cash equivalents in the year</b>			<b>1,118,102</b>		<b>(588,950)</b>
Cash and cash equivalents brought forward			1,142,305		1,731,255
<b>Total cash and cash equivalents carried forward</b>	18		<b>2,260,407</b>		<b>1,142,305</b>

The notes on pages 16 to 33 form part of these financial statements.

**We Change Lives (WCL)  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**1 ACCOUNTING POLICIES**

**Company status**

The Charitable company is limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10. The company is subject to the requirements of the Companies Act 2006 with regards to the form and content of the financial statements.

The address of its registered office is given in the Report of the Trustees.

The accounts are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in Pounds Sterling, which is the functional currency of the Charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

**Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

We Change Lives (WCL) 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.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidated the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

**Going concern**

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For long term finance the charity relies on bank loans, as disclosed in notes to the financial statements. In assessing going concern the Trustees have assumed that these bank loans will not be repaid for the foreseeable future (in line with the signed bank loan agreement) and are not aware of any circumstances that may adversely affect the renewal of these facilities. The factors considered by the Trustees are documented in more detail within the Trustees report. The Trustees consider that there are no material uncertainties over the Charity's financial viability and, accordingly, continue to adopt the going concern basis of accounting in preparing the annual financial statements.

**Fund accounting**

Funds held by the charitable company are either:

- Unrestricted general funds, which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes; or
- Unrestricted designated funds, that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund are set out in the notes to the financial statements; or
- Restricted funds, which are donations or legacies received where the donor has specified use solely for particular areas of the Charity's work or for specific projects undertaken. The specific restriction on each fund is set out in the financial statements.

**We Change Lives (WCL)  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**ACCOUNTING POLICIES (continued)**

**Incoming resources**

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

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations and grants are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the Charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Income from NHS contracts, government and other grants, whether 'capita' grants or 'revenue' grants, are recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Other income consists of resident monies and appointee's monies received for monitoring and advising on resident spends during the year.

Rental income is recognised in the period to which it relates.

**Resources expended**

Expenditure is accounted for as charitable activities being the provision of care. Within provision of care, costs are allocated between direct provision of care costs and support costs. The irrecoverable element of Value Added Tax is included with the item of expense to which it relates. Depreciation is allocated to expenditure headings on the basis of the use of the assets concerned.

Governance costs include cost of constitutional and statutory requirements, cost of Trustee meetings and the cost of any legal advice to the Trustees on governance or constitutional matters and are included within support costs.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas or per capita, staff costs by the time spent and other costs by their usage.

Costs of raising funds are costs payable to third party investment managers that manage the Charity's investment portfolio.

**Government grants**

Grants from government bodies are reviewed for specific projects/costs and are recognised in accordance with their individual terms and conditions. Income is recognised when the Charity has entitlement to the funds which is when any performance conditions attached are met, it is probable that the income will be received, and the amount can be reliably measured. Grant income will be deferred if received in advance of meeting performance conditions or if the funder specifically states that the income must be spent in a future accounting period.

**Taxation**

The Company is an Exempt Charity within the meaning of Schedule 2 of the Charities Act 1993 and as such is a charity within the meaning of Section 519 of the Income Tax Act 2007 (formerly Section 506(1) of the Taxes Act 1988). Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Section 524 of the Income Tax Act 2007 (formerly Section 505 of the Taxes Act 1988) or Section 256 of the Taxation of Chargeable Gains Tax 1992 to the extent that such income or gains are applied to exclusively charitable purposes.

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**ACCOUNTING POLICIES (continued)**

**Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives in the following bases:

Freehold property	Straight line between 18 - 50 years
Long-term leasehold property	2% of cost per annum
Motor vehicles	Straight line between 4 - 5 years
Fixtures and fittings	Straight line between 3 - 6 years
Improvements to property	5% of cost per annum and Straight line over 5 years

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

In the 1990s, the charity received a grant of £327,975 to acquire two properties. The grant was subject to legal charges stating that should the properties be subject to a change in use or disposal then the donor would be entitled to the open market value of the properties. Given the legal charges placed on the properties, the grant income was netted off the purchase price of the properties at the time and has not been recognised in the accounts. The grant recognised the full purchase price of the properties.

**Investments**

Fixed asset investments are included at market value at the Balance Sheet Date.

Gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities.

Unlisted investments are shown at cost unless there is a permanent diminution in value.

**Operating leases**

Rentals applicable to operating leases where substantially all of the benefits and risk of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

**Cash and cash equivalents**

Cash and cash equivalents comprise cash in hand and deposits with financial institutions.

**Debtors**

Trade, other debtors and accrued income are recognised at the settlement amount due, and prepayments are valued at the amount prepaid.

**Creditors**

Creditors 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. Trade creditors, taxation and social security, wages and salaries, other creditors and accruals are recognised at their settlement amount. Bank loans are recognised at amortised cost using the effective interest method.

**Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments, these being cash at bank, debtors, creditors and loans. All investments held by the Charity also qualify as basic financial instruments.

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**ACCOUNTING POLICIES (continued)**

**Pension costs**

The Charity operates a defined contribution pension scheme, and the pension charge represents the amount payable by the Charity to the fund in respect of the year.

**Critical accounting estimates and areas of judgement**

Preparation of the financial statements requires management to consider making significant judgements and estimates where necessary. The areas in which significant judgements and estimations have been made comprise of depreciation and the recoverability of debtors, and investment property valuation.

*Useful economic lives of tangible fixed assets*

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

*Impairment of debtors*

The Charity makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

*Allocation of costs*

The allocation of expenditure between direct and support activities involves an element of judgement and estimates, particularly in respect of shared costs.

**2 INCOME FROM DONATIONS AND LEGACIES**

	<b>Group</b>		
	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
<b>Donations</b>			
Donations from subsidiary company	-	-	-
Supporting people funding	-	-	52,719
	<hr/>	<hr/>	<hr/>
<b>Total</b>	-	-	52,719
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	<b>Charity</b>		
	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<b>Total funds 2024 £</b>
<b>Donations</b>			
Donations from subsidiary company	1,594,702	1,594,702	836,599
Supporting people funding	-	-	52,719
Donated property	-	128,380	-
	<hr/>	<hr/>	<hr/>
<b>Total</b>	1,594,702	1,723,082	889,318
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**3 Income from charitable activities**

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Social services funding	10,872,240	8,205,178
Self-funded residents	683,796	769,934
Rental income	137,189	303,116
	<u>11,693,225</u>	<u>9,278,228</u>

Provision of care was unrestricted during this and the prior year.

	<b>Charity</b>	
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Social services funding	5,729,433	5,296,495
Self-funded residents	667,159	748,353
Rental income	137,189	303,116
	<u>6,533,781</u>	<u>6,347,964</u>

**4 INVESTMENT INCOME**

	<b>Group and Charity</b>	
	<b>Total</b>	<b>Total</b>
	<b>funds</b>	<b>funds</b>
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Deposit account income	3,237	5,306
	<u>3,237</u>	<u>5,306</u>

**5 OTHER INCOME**

The analysis of the Charity's other income for the year is as follows:

	<b>Group and Charity</b>	
	<b>Total</b>	<b>Total</b>
	<b>funds</b>	<b>funds</b>
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Other income	217,871	158,409
	<u>217,871</u>	<u>158,409</u>

Other income predominantly relates to rental and service charge income.

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**6 ANALYSIS OF EXPENDITURE BY ACTIVITY**

	<b>Group</b>		
	<b>Unrestricted funds</b>	<b>Total</b>	<b>Total</b>
	<b>2025</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Direct costs	9,695,660	9,695,660	7,826,893
Support costs	1,262,341	1,262,341	967,086
Governance costs	804,524	804,524	575,489
	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Total</b>	<b>11,762,525</b>	<b>11,762,525</b>	<b>9,369,468</b>
	<u>                    </u>	<u>                    </u>	<u>                    </u>

	<b>Charity</b>		
	<b>Unrestricted funds</b>	<b>Total</b>	<b>Total</b>
	<b>2025</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Direct costs	5,816,097	5,816,097	5,323,876
Support costs	1,097,349	1,097,349	933,946
Governance costs	709,895	709,895	505,110
	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Total</b>	<b>7,623,341</b>	<b>7,623,341</b>	<b>6,762,932</b>
	<u>                    </u>	<u>                    </u>	<u>                    </u>

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Analysis of direct costs - Group**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	6,708,322	6,018,792
Social security	447,581	308,886
Pensions	185,315	132,668
Rent and rates	58,571	73,845
Light and heat	117,114	151,261
Agency staff	661,939	-
Telephone	11,327	15,424
Postage and stationery	51,011	5,165
Sundry expenses	11,463	10,598
Food and provisions	210,036	259,358
Medical and clinical costs	61,100	83,508
Transport costs	26,938	13,400
Recruitment expenses	55,991	68,230
Training costs	22,268	31,222
Repairs and renewals	305,787	239,569
Cleaning	15,257	19,986
Registration costs	30,352	24,152
Travelling	13,639	(152)
Depreciation	93,513	63,468
Other direct costs	80,970	-
Amortisation of goodwill	527,166	307,514
	<u>9,695,660</u>	<u>7,826,893</u>

**Analysis of support costs - Group**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Sundry	39,476	-
Rent and rates	45,485	219,472
Insurance	151,063	139,964
Telephone	12,336	9,321
Postage and stationery	855	1,799
Training costs	6,195	38,057
Computer costs	216,246	148,073
Registration costs	2,100	7,173
Cleaning costs	26,987	-
Depreciation	109,294	118,823
Bank charges	652,304	284,403
	<u>1,262,341</u>	<u>967,086</u>

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Analysis of governance costs - Group**

	<b>2025</b>	<b>2024</b>
	£	£
Legal and professional fees	405,454	452,802
Auditors' remuneration	121,039	13,000
Auditors' remuneration for non-audit work	-	4,000
Pension administration fees	6,847	6,998
Advocacy	1,868	2,000
Exceptional costs	269,316	96,689
	<u>804,524</u>	<u>575,489</u>

**Analysis of direct costs - Charity**

	<b>2025</b>	<b>2024</b>
	£	£
Wages and salaries	4,629,670	4,274,161
Social security	265,935	213,194
Pensions	145,878	112,712
Rent and rates	19,551	43,413
Light and heat	91,668	54,132
Telephone	11,327	11,705
Postage and stationery	46,291	1,071
Sundry expenses	10,844	10,598
Food and provisions	210,036	187,318
Medical and clinical costs	61,100	68,634
Transport costs	24,460	8,777
Recruitment expenses	55,991	68,230
Training costs	15,905	31,222
Repairs and renewals	159,113	189,263
Cleaning	15,257	8,844
Registration costs	21,217	18,315
Travelling	846	(152)
Depreciation	31,007	22,438
	<u>5,816,096</u>	<u>5,323,876</u>

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Analysis of support costs - Charity**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Rent and rates	45,485	219,472
Insurance	117,018	115,060
Telephone	6,132	5,603
Postage and stationery	855	1,799
Training costs	6,195	34,195
Computer costs	177,414	147,418
Registration costs	2,100	7,173
Payroll fees	-	-
Depreciation	109,294	118,823
Bank charges	632,856	284,403
	<u>1,097,349</u>	<u>933,946</u>

**Analysis of governance costs - Charity**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Legal and professional fees	383,954	400,749
Auditors' remuneration	48,000	13,000
Auditors' remuneration for non-audit work	-	4,000
Pension administration fees	6,847	6,998
Advocacy	1,868	2,000
Exceptional costs	269,316	78,362
	<u>709,985</u>	<u>505,110</u>

**7 TAXATION**

The company is a registered charity and is therefore entitled to tax exemptions on all its income and gains, properly applied for its charitable purposes. It does however have incorporated subsidiaries with a corporation tax charge for the year. They are not included in the consolidated accounts however due to them being a pre acquisition liability.

The corporation tax expense included for £8,780 relates to a prior year under provision of tax for 3L Care Limited.

**8 EMPLOYMENT COSTS**

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	6,708,322	5,596,722
Social security costs	447,581	308,886
Contribution to defined contribution pension schemes	185,315	132,668
	<u>7,341,218</u>	<u>6,038,276</u>

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Charity**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	4,629,670	3,793,388
Social security costs	265,935	213,194
Contribution to defined contribution pension schemes	145,878	112,712
	<u>5,041,483</u>	<u>4,119,294</u>

The average number of persons employed by the Group during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
Head office	12	12
Direct staff	260	277
	<u>272</u>	<u>289</u>

The average number of persons employed by the Charity during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
Head office	12	12
Direct staff	179	178
	<u>191</u>	<u>190</u>

The number of employees in the Group and Company whose employee benefits exceeded £60,000 was:

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
£60,001 - £70,000	1	1
£70,001 - £80,000	-	-
£80,001 - £90,000	-	-
£90,001 - £100,000	-	-
£100,000 - £110,000	1	1

The key management personnel of the Charity comprise the Senior Management Team and the Company Secretary. The total remuneration paid in respect of the charity's key management personnel was £233,561 (2024 - £215,369),

There were £46,171 (2024 - £nil) redundancy payments made by the charity during the year. The group made £46,171 (2024 - £31,417) of redundancy payments.

**9 TOTAL REMUNERATION PAID BY THE GROUP AND COMPANY**

During the year, no Trustees received any remuneration or other benefits (2024 - £Nil).

During the year ended 31 March 2025, expenses totalling £nil were reimbursed or paid directly (2024 - £Nil).

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**10 INTANGIBLE FIXED ASSETS, and BUSINESS COMBINATIONS**

**Group**

	<b>Goodwill</b>
<b>Cost</b>	
At 1 April 2024	5,271,659
Additions	10,276,209
	<hr/>
At 31 March 2025	15,547,868
	<hr/> <hr/>
<b>Amortisation</b>	
At 1 April 2024	307,514
Charge for the year	527,166
	<hr/>
At 31 March 2025	834,680
	<hr/> <hr/>
<b>Net book value</b>	
At 31 March 2025	14,713,188
At 31 March 2024	4,964,147

**Business Combinations**

On 31 March 2025, We Change Lives acquired 100% of the issued share capital of J D Zencare Limited, Creative Care (Leicester) Limited, PSA Care Services Limited and JO Care Services Limited, obtaining control. No profit or loss results have been consolidated into the group accounts due to it being immaterial. The amounts recognised in respect of the identifiable assets acquired and liabilities assumed are set out below:

	<b>Fair value 2025</b>
	<b>£</b>
<b>Assets and liabilities acquired</b>	
Financial assets	6,876,020
Financial liabilities	(1,996,830)
	<hr/>
Total identifiable assets	4,879,190
	<hr/>
Goodwill	10,276,208
Total consideration	15,155,398
	<hr/> <hr/>
Satisfied by:	13,655,398
Cash	1,500,000
Deferred consideration	<hr/>
Total	15,155,398
	<hr/> <hr/>
Cash flow analysis:	
Cash consideration	16,129,670
Less cash balances acquired	(974,272)
Less deferred consideration	(1,500,000)
	<hr/>
Net cash flow arising on acquisition	13,655,398
	<hr/> <hr/>

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**11 TANGIBLE FIXED ASSETS**

**Group**

	<b>Freehold Property</b>	<b>Long-term leasehold property</b>	<b>Fixtures and fittings</b>	<b>Motor vehicles</b>	<b>Improvements to property</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost or valuation</b>						
At 1 April 2024	6,002,561	210,000	971,531	-	82,653	7,266,745
Additions	128,380	-	103,927	-	14,950	247,257
Disposals	(1,255,142)	(210,000)	(6,542)	-	-	(1,471,684)
Acquired through business combinations	1,374,811	-	7,878	81,724	-	-
<b>At 31 March 2025</b>	<b>6,250,610</b>	<b>-</b>	<b>1,076,794</b>	<b>81,724</b>	<b>97,603</b>	<b>7,506,731</b>
<b>Depreciation</b>						
At 1 April 2024	2,240,636	71,772	730,641	-	51,401	3,094,450
Charge for the year	111,907	3,517	99,560	-	4,776	219,760
Disposals	(593,031)	(75,289)	(454)	-	-	(668,774)
<b>At 31 March 2025</b>	<b>1,759,512</b>	<b>-</b>	<b>829,747</b>	<b>-</b>	<b>56,177</b>	<b>2,645,436</b>
<b>Net book value</b>						
At 31 March 2025	4,491,098	-	247,047	81,724	41,426	4,172,295
At 31 March 2024	3,761,925	138,228	240,890	-	31,252	4,172,295

The cost of freehold property above is net of a grant to the value of £327,975 from the Health Authority dating back to the 1990s in relation to two properties. Whilst the charity is legal owner of the properties, there is a charge providing that in the event of a change in use or disposal of the properties, the Health Authority is to receive the open market value of the properties. The grant represents the total cost of the properties.

A grant was received to fund the purchase of another of the charity's freehold properties, 10a Lodge Lane, Warrington. A condition of the grant was that if the building were sold or no longer used as a nursing home for clients with mental health disorder, the grant would be repayable. The amount repayable would be 25.5% of the market value of the property at the date of sale less the costs of sale. There is no intention to sell or change the use of the property.

All fixed assets, including freehold property are for the use in direct furtherance of the charity's objects.

The net book value of assets includes £77,084 (2024 - £12,866) held under a hire purchase agreement. Depreciation of £12,866 (2024 - £17,156) was charged in the year on these.

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Charity**

	<b>Freehold Property</b>	<b>Long-term leasehold property</b>	<b>Fixtures and fittings</b>	<b>Improvements to property</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost or valuation</b>					
At 1 April 2024	3,997,203	210,000	850,355	82,653	5,140,211
Additions	128,380	-	66,537	14,950	209,867
Disposals	(1,255,146)	(210,000)	(6,542)	-	(1,471,688)
At 31 March 2025	2,870,437	-	910,350	97,603	3,878,390
<b>Depreciation</b>					
At 1 April 2024	2,222,751	71,772	707,497	51,401	3,053,421
Charge for the year	64,293	3,517	67,715	4,776	140,301
Disposals	(593,031)	(75,289)	(454)	-	(668,774)
At 31 March 2025	1,694,013	-	774,758	56,177	2,524,948
<b>Net book value</b>					
At 31 March 2025	1,176,424	-	135,592	41,426	1,353,442
At 31 March 2024	1,774,452	138,228	142,858	31,252	2,086,790

The cost of freehold property above is net of a grant to the value of £327,975 from the Health Authority dating back to the 1990s in relation to two properties. Whilst the charity is legal owner of the properties, there is a charge providing that in the event of a change in use or disposal of the properties, the Health Authority is to receive the open market value of the properties. The grant represents the total cost of the properties.

A grant was received to fund the purchase of another of the charity's freehold properties, 10a Lodge Lane, Warrington. A condition of the grant was that if the building were sold or no longer used as a nursing home for clients with mental health disorder, the grant would be repayable. The amount repayable would be 25.5% of the market value of the property at the date of sale less the costs of sale. There is no intention to sell or change the use of the property.

All fixed assets, including freehold property are for the use in direct furtherance of the charity's objects.

The net book value of assets includes £nil (2024 - £12,866) held under a hire purchase agreement. Depreciation of £12,866 (2024 - £17,156) was charged in the year on these.

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**12 FIXED ASSET INVESTMENTS**

Charity	Investments in Subsidiary companies	Total
<b>Cost</b>		
At 1 April 2024	7,242,807	7,242,807
Additions	16,129,670	16,129,670
At 31 March 2025	23,372,477	23,372,477

Name	Registered office	Shareholding	% of shares held	
			2025	2024
Warrington Community Living*	England and Wales	Ordinary	100	100
3L Care Limited	England and Wales	Ordinary	100	100
3L Care Group Limited*	England and Wales	Ordinary	100	100
3L Care Holdings Limited	England and Wales	Ordinary	100	100
JD Zencare Limited	England and Wales	Ordinary	100	0
PSA Care Services Limited*	England and Wales	Ordinary	100	0
Creative Care (Leicester) Limited	England and Wales	Ordinary	100	0
JO Care Services Limited *	England and Wales	Ordinary	100	0

All subsidiary companies have the same registered office as We Change Lives.

The principal activity of Warrington Community Living Limited is the supply of support services.

The principal activity of 3L Care Limited, JD Zencare Limited and Creative Care (Leicester) Limited is the provision of care services.

The principal activity of 3L Care Group Limited, 3L Care Holdings Limited, PSA Care Services Limited and JO Care Services Limited is that of holding companies.

\*Denotes direct investments held by We Change Lives. Other companies' investments are held by 3L Care Group Limited, PSA Care Services Limited or JO Care Services Limited.

13 DEBTORS	Charity		Group	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	454,909	530,551	1,308,882	953,348
Other debtors	27,526	4,504	850,834	69,765
Amounts owed by group undertakings	2,534,394	1,177,969	-	-
Prepayments and accrued income	337,526	294,147	429,384	330,380
	3,354,355	2,007,171	2,589,100	1,353,493

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**14 CREDITORS – amounts falling due within one year**

	Charity		Group	
	2025 £	2024 £	2025 £	2024 £
Bank loans	1,471,790	438,172	1,471,790	438,172
Trade creditors	90,459	104,940	159,480	120,721
Amounts owed by group undertakings	3,997,587	-	-	-
Other taxation and social security	76,252	65,483	194,212	113,620
Other creditors	276,676	287,656	450,492	405,710
Deferred consideration	1,500,000	802,652	1,500,000	802,652
Accruals and deferred income	192,511	108,102	298,297	220,541
Corporation tax liability	-	-	452,434	156,470
Hire purchase	-	13,259	-	-
	<u>7,605,275</u>	<u>1,820,264</u>	<u>4,526,705</u>	<u>2,257,886</u>

**15 CREDITORS – amounts falling due after more than one year**

	Charity		Group	
	2025 £	2024 £	2025 £	2024 £
Bank loans	14,688,210	5,052,750	14,688,210	5,052,750
Hire purchase	-	-	100,466	13,259
	<u>14,688,210</u>	<u>5,052,750</u>	<u>14,788,676</u>	<u>5,066,009</u>

During the year, the Charity and Group refinanced with Barclays Bank to fund the new acquisitions. The total drawn down was £16,160,000. Interest is charged at 6.50%, and the loan is due for repayment over 5 years. Security is provided against the group's freehold properties.

Included within the above are amounts falling due as follows:

	Charity		Group																					
	2025 £	2024 £	2025 £	2024 £																				
<b>Between one and two years</b>																								
Bank loans	1,471,790	582,112	1,471,790	582,112		<u>1,471,790</u>	<u>582,112</u>	<u>1,471,790</u>	<u>582,112</u>	<b>Between two and five years</b>					Bank loans	4,415,370	1,746,336	4,415,370	1,746,336		<u>4,415,370</u>	<u>1,746,336</u>	<u>4,415,370</u>	<u>1,746,336</u>
	<u>1,471,790</u>	<u>582,112</u>	<u>1,471,790</u>	<u>582,112</u>	<b>Between two and five years</b>					Bank loans	4,415,370	1,746,336	4,415,370	1,746,336		<u>4,415,370</u>	<u>1,746,336</u>	<u>4,415,370</u>	<u>1,746,336</u>					
<b>Between two and five years</b>																								
Bank loans	4,415,370	1,746,336	4,415,370	1,746,336		<u>4,415,370</u>	<u>1,746,336</u>	<u>4,415,370</u>	<u>1,746,336</u>															
	<u>4,415,370</u>	<u>1,746,336</u>	<u>4,415,370</u>	<u>1,746,336</u>																				

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	Charity		Group	
	2025 £	2024 £	2025 £	2024 £
Over five years Bank loans	10,272,840	2,724,302	10,272,840	2,724,302

**16 FUNDS**

	At 1 April 2024 £	Incoming resources £	Outgoing resources £	At 31 March 2025 £
<b>Designated funds</b>	2,032,546	-	-	2,032,546
<b>General funds</b>				
General funds	2,223,153	11,914,333	(11,264,781)	2,872,705
Revaluation reserve	38,950	-	-	38,950
Restricted fund	-	128,380	-	128,380
<b>Funds</b>	<b>4,294,649</b>	<b>12,042,713</b>	<b>(11,264,781)</b>	<b>5,072,581</b>

**17 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2025 £	Group 2024 £
Net income for the period	777,932	125,617
<b>Adjustments for:</b>		
Depreciation charges	746,926	489,805
Profit on disposal	(506,524)	-
Finance costs	655,350	281,055
Finance income	(3,237)	-
Tax expense	8,780	-
Donated property	(128,380)	-
Investments redeemed	-	319,009
(Increase)/decrease in debtors	4,175,998	(342,199)
Decrease in creditors	(1,680,388)	(369,110)
Corporation tax paid	(156,772)	-
<b>Net cash provided by operating activities</b>	<b>3,967,439</b>	<b>504,177</b>

**We Change Lives (WCL)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**18 ANALYSIS OF CHANGES IN NET DEBT**

Group	At 1 January 2024 £	Cash flows £	Non cash movements £	At 31 March 2025 £
Cash at bank and in hand	1,142,305	1,118,102	-	2,260,407
Hire purchase due within 1 year	(13,259)	13,259	-	-
Bank debt	(5,490,922)	(10,669,078)	-	(16,160,000)
	<u>(4,361,876)</u>	<u>(9,537,717)</u>	<u>-</u>	<u>(13,899,593)</u>

**19 PENSION COMMITMENTS**

The Charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the Charity to the scheme and amounted to £145,878 (2024 - £112,712). At the end of the year outstanding contributions amounted to £5,902 (2024 - £11,404). All pension charges are charged to unrestricted funds, in line with the fund out of which the wages and salaries are paid.

The pension costs for the year for the group totals £185,315 (2024 - £132,668). At the end of the year, outstanding contributions amounted to £10,603 (2024 - £4,777)

**20 OPERATING LEASE COMMITMENTS**

At 31 March 2025 the Group had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
<b>Land and buildings</b>		
Within 1 year	47,016	6,736
Between 1 and 5 years	48,877	-
After more than 5 years	-	-
Total	<u>95,893</u>	<u>6,736</u>
<b>Other</b>		
Within 1 year	35,237	37,606
Between 1 and 5 years	41,174	41,241
After more than 5 years	-	-
Total	<u>76,411</u>	<u>78,847</u>

**We Change Lives (WCL)  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

At 31 March 2025 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
<b>Land and buildings</b>		
Within 1 year	27,016	6,736
Between 1 and 5 years	-	-
After more than 5 years	-	-
	<u>27,016</u>	<u>6,736</u>
<b>Total</b>	<u>27,016</u>	<u>6,736</u>
<b>Other</b>		
Within 1 year	30,484	35,813
Between 1 and 5 years	37,862	41,241
After more than 5 years	-	-
	<u>68,346</u>	<u>77,054</u>
<b>Total</b>	<u>68,346</u>	<u>77,054</u>

**21 RELATED PARTY TRANSACTIONS**

Neither the Group nor Charity have entered into any related party transactions during the year.

**22 Financial guarantee**

We Change Lives has given a guarantee under Section 479A of the Companies Act 2006 to guarantee all outstanding liabilities as at 31 March 2025 of Creative Care (Leicester) Limited, PSA Care Services Ltd, J O Care Services Ltd and J D Zencare Limited. Therefore, these companies are exempt from the requirements of the Act relating to the audit of individual accounts. The remaining subsidiaries have not taken this guarantee.