

BECOME.

**THE CHARITY FOR CHILDREN IN CARE
AND YOUNG CARE LEAVERS**

**Become Charity
Trustees' Annual Report
and Financial Statements
for the Year Ended 31 March 2022**

Company no. 2700693

Charity no. 1010518

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Message from the Chief Executive and Chair

This year, as we emerged from the pandemic, Become has continued to grow, building on its strong foundations, new ways of working and the lessons of the last few years to reach more children and young people and increase our impact. The context of the Independent Review of Children's Social Care meant our work to ensure young people's voices are listened to and to work with them to campaign for change was more vital than ever.

This year we are proud to have increased the number of young people we directly supported by 35% on the previous year, reaching more than 950 young people through our frontline services. This includes support from our Care Advice Service, staffed by knowledgeable and empathetic staff who are able to listen to, advocate for and just be there for young people, whether they're calling to ask about their rights and entitlements, suffering from poor mental health or simply have no-one else to turn to. We have helped young people with one-to-one coaching sessions and group workshops and brought young people together through our weekly online Link-ups introducing a range of special sessions, including Speakers Corner, where young people can hear from care-experienced adults about their journeys and successes. We have begun to reintroduce some face to face activity which we know young people are missing. We have supported a greater number of young people to access education and training opportunities through Propel, building on our online information and advice resource to provide direct support to young people to help them overcome the challenges they face in accessing and succeeding in education.

We have begun delivery of a pilot nationally accredited training programme for Personal Advisors (professionals who support young care leavers) working alongside young people to deliver training. More broadly we are providing training to greater numbers of professionals reaching 417 this year to help improve their practice and understanding of the care-experience.

We have been developing our approach to involving young people in our work, aiming to engage with a larger and more diverse number of young people. We have moved from having a single Advisory Group to a new model of participation which involves creating a network of young people who can engage in a way that best suits them, and small, focused groups to work on projects – such as shaping our response to the Care Review.

We are particularly proud to have worked with an amazing group of young people to create a new website which better reflects our organisational values and culture, and is more accessible and attractive to young people, providing them with the information and advice they need to navigate the care system, access support and help create change.

We continue to actively work to improve our equity, diversity and inclusion and the representation of people with care experience at every level of the organisation – currently more than half of our Trustees and several of our staff have experience of care. This is an on-going focus and involves everything from how we recruit through to how we provide support and development opportunities for staff.

We worked closely to ensure the views of children and young people were heard by the Independent Review of Children's Social Care. As the Secretariat for the All Party Parliamentary Group (APPG) for Looked After Children and Care Leavers we helped produce its Spotlight Inquiry which heard from over 300 people with experience of the care system on what needs to change to support children and young people to build relationships and feel part of communities. We also worked with young people to produce a vision of what leaving care should look like. We made sure that the Care review, government and other decision makers heard directly from children and young people in a variety of forums. In the years ahead we will be increasing our efforts to ensure that the Care Review leads to

the changes children and young people so desperately want and need by growing our Policy, Campaigns and Communications capacity.

To ensure that we remain robust and effective as an organisation and that we can continue to grow our capacity to meet growing need, we have invested in our fundraising and operational capacity and have transformed the way we operate as an organisation, making the most of digital to find new and creative ways to work and to reach children and young people.

Of course, none of this would be possible without the individuals, trusts and foundations who give so generously to Become. We are grateful to our loyal donors and supporters who have continued to stand with us over the last year. We were honoured to receive support from trusts and foundations, individual donors, and our brilliant cycling fundraisers who once more took to the roads for the annual Biking for Children in Care event – their 20th year of doing so.

With record numbers of children in care, the system under growing pressure, the rocketing cost of living and real economic uncertainty, our work feels more vital than ever. We know we need to redouble our efforts to reach more children and young people and to work with them to ensure their voices are heard and that together we create change in the care system. We will continue to be ambitious about rising to that challenge, optimistic that change is possible – and the voices and experiences of children in care and young care leavers will remain at the heart of everything we do.

A huge thank you to everyone who has supported us on our journey so far – we're looking forward to continuing to work together to deliver a better care system and transform the lives of care-experienced children and young people.


Hugh Thornbery (Oct 18, 2022 13:19 GMT+1)

Hugh Thornbery CBE
Chair of Trustees


Katharine Sacks-Jones (Oct 18, 2022 13:45 GMT+1)

Katharine Sacks-Jones
Chief Executive

Trustees' Annual Report for the Year Ended 31 March 2022

The trustees present their report (which includes the strategic report) and the audited financial statements for the year ended 31 March 2022. The reference and administrative information are set out on page 43 of this report.

The aims and objectives of Become

Charitable objects:

To promote the care, upbringing and establishment in life of children and young people who are or have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children or who are or have been in the care of foster or adoptive parents.

(<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/1010518/governing-document>)

Our vision is that care-experienced people have the same chances as everyone else to live happy, fulfilled lives.

Our mission is to help children in care and young care leavers to believe in themselves and to heal, grow and unleash their potential. We work alongside them to make the care system the best it can be.

Ensuring our work delivers our aims

We review our aims, objectives, and activities each year. This year has been the second year of our five-year strategy period (2020 – 2025) and we remain focussed on delivering across our four strategic aims: supporting children, supporting practice, challenging the system and changing attitudes.

We have continued to develop and deliver ambitious plans. As we begin to emerge from the pandemic and find a new hybrid way of working, we have built on the learnings from recent years to reach more children and young people through online and digital support.

We have increased our capacity to support young people, develop professional practice and to work with young people to campaign for change to the care system and to tackle stigma. Alongside this we have been building our operational and fundraising capacity to enable us to grow as an effective and sustainable organisation able to deliver tangible change for children and young people in the coming years.

We are focussed on ensuring we have the most impact in young people's lives and have been reviewing how we measure and report on impact across our strategic aims.

Our values

Honesty

We speak up, for, and alongside children in care and young care leavers. We always act in their best interests. We share a vision and purpose that we convey clearly to others.

Empowerment

We help children in care and young care leavers to be powerful agents of positive change in their own lives, in the care system and in society.

Respect

We listen to care-experienced people and we work in partnership with them to improve the experience of being in care and life after care.

Kindness

We care about the young people we work with and we help the care system to be more like a good parent. We look after ourselves and after each other so we can be our best for young people.

Optimism

We are angry about the times when the care system and society let young people down, but determined, ambitious and optimistic about our ability to make things better.

Strategic aims

Supporting children

We help children in care and young care leavers to believe in themselves and to shape the future they want.

Supporting practice

We develop and support the practice of people who work with and care for children in care and young care leavers, so that they are able to do their best for young people.

Challenging the system

We ensure that the voices of children in care and young care leavers are listened to and acted upon – and we hold people and organisations who have power in and over the care system to account.

Changing attitudes

We improve society's understanding of, and empathy with, children in care and young people and adults who are care-experienced.

How our activities deliver public benefit

All our charitable activities focus on children and young people in care and young care leavers. We are committed to meaningfully involving young people in every area of our work where possible, including operations and governance. We have had due regard of the guidance issued by the Charity Commission.

Strategic report

Achievements and performance

Become delivers a range of services and activities aimed at improving the lives and future life chances of care-experienced children and young people. These include the Care Advice Service, Coaching and 1:1 support, and Propel. Through these programmes we reached over 950 young people this year.

We also work to campaign for change and to support young people to participate in policy making and this year have continued to develop our approach to young people's participation, moving away from an advisory board and into a participation network – creating more opportunities for young people to get involved in influencing change in a way that suits them. The Independent Review of Children's Social Care has been an important opportunity to shape future policy development and we have worked hard with young people to ensure their voices and views have fed into the review's thinking.

Care Advice Service

The Care Advice Service provides holistic information, advice and support for children in care and care leavers, as well as professionals who support care-experienced young people. There were 645 individuals who made contact with the Care Advice Service in the 2021-2022 financial year. The age range of the young people who contacted us ranged from 13-27, and additionally a number of care experienced adults (28+) also reached out to the Care Advice Service. Individuals contacted us from all regions of the UK, with the majority of those contacts coming from London, followed by the South East and North West.

The service has been offered by freephone and email, and we have begun to look into further digital development of services to extend its accessibility and reach.

This year we saw a high number of complex issues for the young people calling the Care Advice Line and a strong need for the follow-on case work support we offer as part of our service. As with the previous financial year, the most common areas of support we heard about were related to housing and homelessness and education.

We had a high number of calls from young people struggling with their mental health, with the majority of safeguarding concerns being in relation to young people in mental health crises- with suicidal ideation or active plans for suicide, alongside safeguarding concerns around domestic abuse, forced marriage, sexual, emotional and physical abuse, substance misuse, street homelessness and criminal exploitation.

Our team work closely with local authorities and other specialist providers to ensure young people can access the support they are entitled to. The Care Advice Service also acts as an internal referral pathway to other opportunities for young callers including involvement in our ongoing 1:1 support and coaching, and groupwork such as our new weekly Link Up group.

"I wanted to mainly just thank you so much for all the support and advice you gave me. I'll remember it forever and appreciate everything you had done for me, even the calls helped so much during that time"

Care experience young person, November 2021

The Link Up

The Link Up has gone from strength to strength this financial year. We have continued to run weekly Link Up sessions, and have had 39 young people attend, the majority of whom attended multiple Link Up sessions.

We completed the delivery of a six-month series of Wellbeing Specials with clinical psychologist Hannah Alghali, which resulted in the creation of 'Taking Care of Me- A Wellbeing Guide'- resource to support care experienced individuals' wellbeing, created by young people.

We also facilitated "specials" such as cook-alongs, celebratory events, takeovers by the young people and an author special with care -experienced author Kirsty Capes, alongside the usual games, discussions and fun of our regular Link Up sessions.

From November 2021 we introduced a new monthly special 'Link Up Speakers Corner' where inspirational care experienced adults speak to the attendees about their own journeys: the highs, lows, and how they overcame these.

"Link up is a great highlight of my week. I look forward to turning up, playing games and just having a laugh. It's the first time I've felt part of a community that understands me as a care leaver and I love how relaxed and fun the link up is. Everyone is so welcoming and friendly and it's nice to have a space where I can just laugh, play games and not stress about anything."

Link Up Attendee, November 2021

Propel

During this period, the Propel service expanded it's offering to include 1:1 support for young people covering all aspects of applying to and preparing for Further Education and Higher Education. This includes: identifying courses and institutions, support with UCAS and Student Finance applications and, setting up support for young people once at university. There have been 64 work records around FE and 417 work records around HE.

Propel has also supported care-experienced young people with general education enquiries including issues around rights and entitlements, accommodation, finance, and applying to college or university.

We have been working with a digital consultant to merge the Propel website with the main Become website as well as working with all institutions to ensure their information is updated. 8,854 people used the Propel website to better understand the support available to them. The most users came from London, Edinburgh, Manchester and Birmingham.

Coaching and 1:1 Support

This year was a particularly challenging year surrounding delivering our coaching and 1:1 support programme due to staffing issues. We unfortunately did not have any delivery of the programme from April 2021 to December 2021.

From December 2021 to March 2022, we resumed delivery of our online coaching sessions building on the approach we developed during lockdown. During this period, we delivered 21 individual coaching sessions with young people and 36 1:1 support sessions – offering comprehensive support for varied needs and assisting young people to identify and work towards their goals.

Positive impact from our support service and progress made by the young person is measured through a questionnaire at the beginning, middle and end of the programme. The results show that all young

people who attend the coaching programme regularly make positive progress and their wellbeing is improved.

Staff delivering coaching and 1:1 support sessions have supported young people to develop a range of skills:

- Emotional resilience
- Confidence building
- Goal setting
- Developing character strengths
- Assertiveness
- Self-care
- Communication
- Planning, daily routines, tutoring re: university entry planning
- Leaving care guidance and support

A young person who was supported by our coaching programme commented:

"It has given me ideas for different approaches to life, a chance to go through my goals and come back to someone regularly to discuss them. Coaching help me to realise that my goals are possible. They are worth focusing on."

Working with a younger age group

Within our services team our staff have delivered 6 Healthy Relationship 'Let's talk about Relationships' workshops to 14 care-experienced young people aged 12-17. The workshops were co-produced and developed last year by young people aged 16-18. Young people's views, experiences and questions were instrumental in shaping the content of the sessions on:

- How to Identify, build and maintain healthy relationships
- Self-awareness, managing emotions and of how to support others
- Warning signs of an unhealthy relationship
- Knowing where to go for support if worried about a relationship
- Identifying patterns of abuse that can take place in relationships
- Understanding how first-hand experiences may impact building relationships

The feedback that we have received is positive and young people who have attended share that they have enjoyed the workshops and found them informative.

Impact

Across our Care Advice Service, 1:1 Support, and Propel we ask young people about the impact of our work.

Our universal impact question for our direct work with children and young people is the current measure we use. At the end of sessions/work with young people, our practitioners ask:

“How do you feel as a result of our work today?”

Young people’s responses told us our services made a difference. 97% of all respondents reported a positive impact following our work with them, with 51% reporting an increased understanding of their rights and entitlements.

Following an extensive piece of work with an evaluation consultancy, we are developing a more detailed impact framework to be embedded across the services with the aim of gaining a better understanding of the differences the services make; to be able to report these effectively and to inform our service development.

“I can’t explain to you how much of a difference you’ve made.”

Young person to Care Advice Service, 2022

Training

This year we delivered training to 369 professionals from local authorities and charities across the UK, an increase of almost 50% from last year’s figures. We collaborated with care-experienced young people in the design, piloting, delivery and evaluation of the training we delivered.

Due to Covid restrictions, remote delivery continued this year, and we were able to offer training on the following topics: Building Relationships with Young People, Empowering Young People, Language Matters, Managing Transitions, Rights and Entitlements, and Supporting Higher Education Journeys.

After a period of time without a Training Officer, the arrival of a replacement Training Officer at the end of the financial year gave a much needed boost to the capacity of the team, develop new training courses and support the Personal Advisor programme students.

Personal Advisors Training Programme

There is currently no standardized training for Personal Advisors whose role is to support young care leavers. What we hear from young people is this means that practice is very mixed and inconsistent and the support they get does not always meet their needs. We have been working to address this by working in partnership with Leaving Care Teams in four local authorities as well as care leavers themselves to develop an accredited qualification for Personal Advisors. The first cohort of learners commenced the programme in January 2022 taking part in training sessions and receiving tutorial support to enable them to complete assignments.

Influencing policy

At Become, we are committed to challenging the system and shaping policy to make it the best it can be for children in care and young care leavers. We use our insight and expertise with policy makers and service providers and our platform to ensure the voices and experiences of young people are at the heart of decision-making and helping to improve outcomes and opportunities for young care-experienced people.

The focus of our policy efforts over the last year has been inputting to the Independent Review of Children’s Social Care. Throughout the year we have worked to ensure that the experience and expertise of young people are heard by the review team by delivering our own engagement events

and supporting young people with lived experience to influence and shape the debate on particular issues, including rights and entitlements, stigma and prejudice and leaving care support.

We also facilitated two bigger pieces of work to feed into the review's thinking. As Secretariat to the All-Party Parliamentary Group for Looked After Children and Care Leavers, we led the Spotlight Inquiry, speaking to 100s of young people and professionals across the country about community and what it means to them. Following six regional evidence sessions during Autumn 2021, we launched the final report in February 2022 with recommendations on how to improve the care system to ensure that every child in care feels part of the communities that matter to them.

Secondly, we brought together young people as a design group called Skys the Limit to redesign leaving care – asking the question 'what would it look like if care didn't leave you? What if the care cliff didn't exist it' - we will be officially launching Skys the Limit later this year, but the outputs from this and the APPG spotlight report were shared with the review team in December 2021, along with our submission to the call for ideas, where we put forward some broader policy asks.

We continued to shine a spotlight on unregulated accommodation, and the lack of care for 16- and 17-year olds, gathering young people's views on unregulated accommodation to inform our consultation response, and as part of the #KeepCaringTo18 campaign taking part in an online week of action, promoting a petition and supporting a delegation of care-experienced people to do a hand in to Downing Street.

Throughout the year, we continued to publish a range of policy statements, reports, consultation responses, and briefings for parliamentarians and others to better inform decision makers and influence policy development and practice. These included but weren't limited to:

- Responding to the Education Select Committee's inquiry into children's homes, focusing on key themes such as importance of trusted relationships; educational outcomes; unregulated accommodation; and out-of-area placements. As a result of our response, we were subsequently invited by the committee to give oral evidence.
- Feeding into The Office for Students report and call for improved support for students who have been in care
- Giving evidence to the former Children's Commissioner's Commission on Young Lives
- A joint briefing with the Children's Society and the GLA on a pan-London common core offer for care leavers.
- Briefing MPs ahead of a Commons debate on banning independent and semi-independent settings for under 16s in which we were mentioned
- Dialogue with DWP securing ministerial agreement and support for second-chance learning extension to age 25 and leading to support for user testing around how Universal Credit application ask disclosure questions sensitively
- Securing an important change to the Government's Covid-19 guidance for children's social care services, including specific reference to considering young people's wishes and feelings when moving between different accommodation settings

As part of our commitment to being an evidence-led organisation, we put the foundations in place for a research programme, agreeing a three-year research project with the Rees Centre at Oxford University which will be looking to understand what young care leavers view as success measures for their lives and how these compare to what's measured officially.

Other highlights during the year included:

- Hosting the AGM of the All-Party Parliamentary Group on Looked After Children and Care Leavers, which welcomed new parliamentarians and ensured the group could continue.

- We wrote to the Children's Minister about financial insecurity for care leavers following her somewhat misguided letter to DCSs re: financial education. This led to many care experienced people sharing their own experiences on twitter.
- Attending an advisory group meeting for a project researching care-experienced young people's mental health, led by Bristol University.
- Responding to the Competition and Markets Authority final report on children's social care

Young people's participation in improving the care system

Our work to improve the care system is delivered alongside young people with experience of care and underpinned by our values. We believe strongly in the expertise held by care-experienced young people and seek to create opportunities where their views can be shared directly with decision makers to improve policy and practice – in ways that are both meaningful and safe.

Until January 2021, we were supported by a wonderful advisory group of nine young people who made an enormous contribution to our work. At the end of last year, we successfully graduated the group with a celebration event and this year began to shift towards a new participation model based around a wider community of young people. With support from the Listening Fund, we recruited a new Participation Officer to support this work. We have had a focus on outreach and recruitment this year, running sessions at local authorities and residential homes, to grow and diversify our participation network of care-experienced young people and also share information with young people on the variety of services and opportunities that we have available.

Following the beginning of the Independent Review of Children's Social Care, we hosted joint sessions with the Review team where more than 30 young people shared powerful insights and some excellent recommendations for how the system should be changed. Members of our Care Review Policy Group helped support and co-deliver sessions throughout the year and helped us respond quickly and comprehensively to the Review's Case for Change.

In April, a young person shared her experiences and views on improving housing support for care leavers with the then Children's Minister, Vicky Ford MP, and the Minister for Housing and Rough Sleeping, Eddie Hughes MP, to feed into the work of the cross-government Care Leaver Covenant Board, and in July, two young people had a follow-up meeting with Will Quince MP, Minister for Welfare Delivery, to discuss care leavers and Universal Credit.

It's important that professionals hear directly from young people on what good practice looks like and many of our network members spoke incredibly powerfully and expertly at events for professionals and decision makers this year, including:

- The Independent Children's Homes Association Conference on the future of children's residential care alongside the Children's Commissioner and Josh MacAlister as Chair of the Review.
- A Local Government Association webinar for new local councillors who have corporate parenting responsibilities to help them understand what's important to care-experienced young people.
- A panelist for a recorded discussion about stigma with the Independent Review Team of Children's Social Care.
- Sharing insights and lessons to professionals in social care, education and health at a sector conference in October.

- Two young people co-facilitated an event with the GLA, bringing in views on how London local authorities can improve housing support for care leavers.
- A roundtable with UCL on relationships in care
- Discussing the importance of housing at a Care Leavers conference
- Two young people also spoke with high-profile donor organisations to help them better understand what it means to leave care and why their support is important.

Campaigning and Communications

Our ongoing communications and campaigns highlight specific issues with the care system and try to drive change by raising public awareness and understanding, challenging attitudes, and speaking to the people in power who can make change happen, always ensuring young people's voices are front and centre.

A significant project this year was co-producing our new website with young people. In total, 77 care-experienced young people applied to be part of our Young Person's Website Design Team, which we shortlisted to 12. The group had several co-production sessions throughout the year, and we created content and commissioned bespoke illustrations for the new website which launched on 8 March.

We worked with a care experienced photographer and recruited care experienced young people to take part in our first photoshoot since 2016, ensuring our imagery is authentic and represents young people we work with.

In March, we launched our new look Become newsletter for supporters featuring highlights and opportunities from across the organisation.

Against a target of 20, there were 35 opportunities for young people to share their views and experiences with professionals and potential supporters through our owned and earned communications platforms and we also saw a 30% increase in engagement across our owned channels, increasing our followers across twitter and Instagram, Facebook and LinkedIn.

We appeared in a range of media throughout the year including on Sky, BBC News, The World at One, Today Programme and in The Times and The Guardian. Highlights included:

- A young person interviewed on the Today Programme, with their questions on the review put to the Chair, Josh MacAllister
- Following reports of the Bolton care home where children were living in awful conditions without even their basic needs being met, our CEO spoke with Shelagh Fogarty on LBC about how this points to wider issues in the care system
- A young person alongside our Director of PCC spoke to BBC London news about the impact of the care cliff ahead of the May Mayoral Elections
- Our Policy & Public Affairs Manager joined a panel of experts on BBC Radio 4's Money Box, speaking to care-experienced young people who phoned in

During the special days, weeks and months that celebrate the voices of care-experienced young people we asked young people to share their views and raise public awareness of issues in the care system:

- The first Care Experienced History Month and International Care Experienced day of Remembrance had a great response on social media.

- We celebrated Care Day 2022 with the theme of community, producing an event, podcast and social media engagement with the 5 Nations One Voice coalition of our sister organisations in Wales, Scotland, Northern Ireland and Ireland.
- National Care Leavers Week focused on #WhatLeavingCareShouldBe and some of our young people wrote powerful blogs about #ProudToBe for Black History Month.

And finally, our CEO met with the Duke & Duchess of Cambridge at a roundtable at the Foundling Museum, sharing an overview of the challenges facing young people leaving care. We will be exploring with the Foundling Museum how we might work together to highlight some of these issues going forward.

Collaboration

We collaborate and partner with other voluntary sector organisations and public bodies to strengthen our work to improve the care system and ensure care-experienced young people have opportunities to shape activity in the sector.

We are members of alliances and coalitions campaigning on issues in the care system, including the Alliance for Children in Care and Care Leavers, Alliance for Youth Justice, and the Kinship Care Alliance, and have been a part of the Steering Group for the #KeepCaringTo18 campaign. We also sit on Ofsted's Social Care National Consultative Forum and National Network for the Education of Care Leaver's National Strategy Group and the Children England Board.

Our expertise has also been welcomed through joining advisory boards and steering groups supporting projects including the civil society submission to the UN Committee on the Rights of the Child, National Network for the Education of Care Leavers Quality Mark and other academic research projects, and through speaking at events to share our expertise.

Financial review

Fundraising

We are indebted to the individuals, businesses, and trusts and foundations, whose generosity makes our broad scope of work possible. Standing shoulder to shoulder with children in care and young care leavers and helping them get the support they need, can only happen thanks to those who support our work.

The majority of our income comes from voluntary funding which in turn enables us to deliver our vision and mission. We therefore undertake a range of fundraising activities in support of our charitable aims. Our approach to fundraising includes:

- Securing grants from trusts and foundations
- Donations from individuals
- Participants fundraising for challenge events ranging from running to gaming
- Partnerships with businesses

We're deeply grateful to our community of supporters, and the commitment they give to care-experienced young people and changing the care system. Here are just some of the extraordinary supporters who make our work possible:

AKO Foundation	The Listening Fund
Allan & Gill Gray Philanthropy	Lloyds Bank Foundation
Angus Lawson Memorial Fund	Mark Leonard Trust
BBC Children in Need	National Lottery Community Fund
The Biking for Children in Care community led by Gill Timmis	Orbis
CHK Foundation	Oso Foundation
City Bridge Trust	Paul Hamlyn Foundation
Clothworkers Foundation	Souter Charitable Trust
Esmee Fairbairn Foundation	Swire Charitable Trust
Garfield Weston Foundation	Will Houghton Foundation
Global's Make Some Noise	Wyndham Charitable Trust
Lincoln Private Investment Office	

We are exceptionally grateful to all our volunteer fundraisers and event participants who raised crucial funds. We would give particular thanks to the organisers, cyclists, support team and sponsors of Biking for Children in Care for their vital and steadfast contribution to our work.

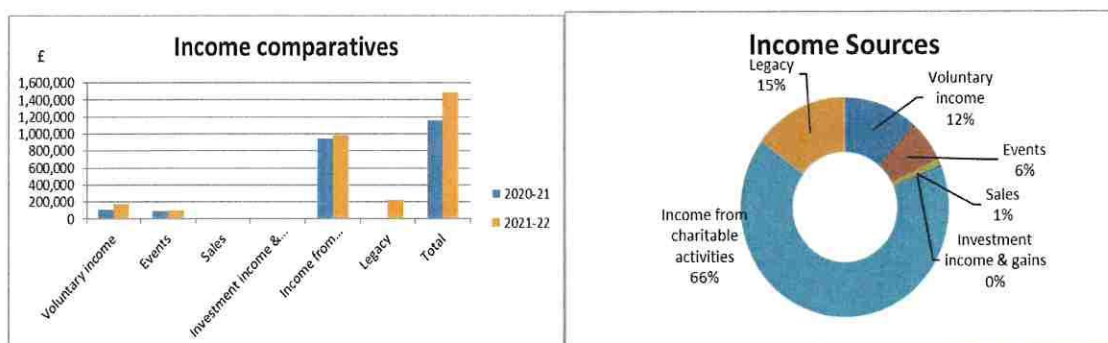
Most of our fundraising activity is managed by our small in-house fundraising team. During this year we did employ the services of some specialist providers to support us in certain areas. This included digital acquisition consultancy from The Collective (The Collective is the trading name of Team Collective Ltd)

We did not engage the services of any professional fundraising agencies to undertake direct response fundraising solicitation or cultivation either by phone, online or face-to-face.

We plan our fundraising communication to ensure we don't create undue pressure to donate, and, where possible, we take active steps to avoid care experienced young people being shown our fundraising asks. Where possible, we endeavor to avoid reaching care-experienced young people with our fundraising ask. We seek to share the authentic voice of the young people we support and never sensationalise their experiences. We record donor details and preferences on our secure database to ensure we contact them in the way they choose; supporters have the option to update their contact preferences at any time.

We act in compliance with the terms laid down by the Fundraising Regulator, and data protection guidelines. We strive to achieve the highest possible standards of professional conduct and standards when fundraising and undertake several measures to ensure we are accountable for our practices. And we had no complaints this year with regard to our fundraising practices. We carry out our activities in line with our own values and commitment to equity, diversity and inclusion

Our principal sources of funding during the year continued to be grant funding for information projects and various young people participation projects 66% of the total income of the charity (2021: 81%). Grants are recorded as income from charitable activities. The other 34% is derived from voluntary donations, challenge events, investment income and a legacy payment.



Overall income in 2021-22 was higher than the previous year, at £1,488,078 compared to £1,161,149 the year before. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was £1,355,735 compared to £913,326 in the previous year.

In the coming year, Become will be working to maintain and enhance income generation, and to continue to invest in philanthropic fundraising, and build our propositions and pipelines in this area. We will focus on sustained impact for children in care and young care leavers and on resources for support but also innovation and insight to address the challenges they face.

We continued to deliver direct work to young care leavers throughout the year, focusing our work towards 1-to-1 support, the Care Advice Service and Propel (our online resource for care-experienced young people who would like to get into higher and further education). Our work continues to attract interest from other organisations and policy-makers as we take what we learn from direct delivery to inform policy and influencing work.

Restricted funds raised for participation projects and information support totalled £728,106 in 2022 (2021: £557,736). Spending against grants received amounted to £548,196 (2021: £511,176). Any restricted funds unspent are carried forward for use in following years.

Charitable work/ Accounting year:	2021-22	2020-21	2019-20	2018-19	2017-18
Total charitable work	£971,436	£644,088	£498,601	£562,921	£568,035
Increase/ (decrease) on previous year	51%	29%	(11%)	(1%)	(27%)

Reserves policy

At 31st March 2022, the total reserves of the charity were £867,115, of which £355,372 was restricted by funders for specific projects, £218,189 was designated and £293,554 was unrestricted. The trustees have decided that the charity should aim to retain an appropriate level of unrestricted, 'free' reserves, which are sufficient to cover between six to nine months' core running costs. In 2022 this represents between £393,770 and £590,654.

The trustees calculate the free reserves as that part of the unrestricted funds that are freely available, and not including any designated funds which have been earmarked for specific projects.

At 31 March 2022, the charity carried forward unrestricted free reserves of £284,144 (2021: £499,779) representing around four months' core running costs on our general fund £787,539, see unrestricted expenditure on page 29), as follows:

Unrestricted reserves	£293,554
less: net book value of unrestricted fixed assets (note 9)	£(9,410)
Total unrestricted free reserves	<u>£284,144</u>

Investment policy

The trustees managed the investment portfolio in accordance with our governing document. Monies not immediately required for the objects of the charity may be invested in investments, securities or property as may be thought fit having regard to any consents and in accordance with any relevant laws. The finance sub-committee includes trustees with sufficient specialist knowledge and experience of investments suitable to the present needs of the charity.

We held investments in cash deposits and the COIF Global Equity Fund at the year end. The investments are primarily held for income purposes, generating £5,857 in the year – a return on investment of 2.52%. Although we do not have a specific target for returns on investment, we aim to have a positive return.

Principal risks and uncertainties

Strong financial controls are in place to mitigate the risk of financial losses due to theft or fraud, and these controls are regularly reviewed. We also have in place a safeguarding policy that applies to all staff and trustees, volunteers or consultants working on our behalf.

Trustees monitor the charity's risk register and charge the Chief Executive and senior management team to employ appropriate controls and mitigating actions to manage the levels of risks. The board is satisfied that the charity is managing its key risk areas:

Financial surety

- Insufficient income generation leading to inability to deliver on mission and plans.

Business Continuity and Operational Resourcing

- ICT systems failures leading to operational issues and data breaches
- Lack of operational and administrative capacity impacts on business continuity and creates inefficiencies
- Staff turnover, sickness, absence and other employment issues having big operational impact in relatively small organisation
- Responding to external events i.e., pandemic, flooding, terrorist attack etc.

Strategic clarity and vision

- Fail to adapt to new technologies and become a digital organisation
- Failure to maintain position as key player in the sector or do not capitalise on partnership and collaboration opportunities
- Ensuring ongoing relevance to a changing and diverse community of children in care and young care leavers.

Good Governance

- Lack of good governance and strategic leadership leading to mission drift and reduced impact.

Safeguarding children and young people

- Ineffective professional practice safeguarding policies and procedures meaning vulnerable children and young people not sufficiently protected.

Good reputation and profile

- Engagement with the Government Review of Social Care fails to maximise the opportunity for change or creates a reputational risk with partners
- Low external profile undermining public support for campaigns and fundraising
- External activity aimed at the charity on social media has a detrimental impact on Become's reputation.

Plans for the future

We plan to continue to grow in the coming years in order to increase our reach and impact.

We will further develop our service provision, working with young people to co-produce our approach and to ensure we are making the most of digital technology to increase our reach. We will reach out to some of those children and young people who face the most disadvantage and who could most benefit from our support and work in partnership with other specialist organisations aligned to our values and purpose.

We continue to be focused on tackling the structural and systemic issues that impact children and young people in care. That means building on the momentum around the Independent Review of Children's Social Care to keep the care system on the political agenda and making sure that young people are both heard and listened to by decision makers. We are investing in our research and policy capacity to help build the evidence base for change and to work with young people to shape policy.

Involvement of care-experienced children and young people will remain central to everything we do. We want to engage more children and young people in helping change the system for the better and are investing in our participation and campaigning capacity to support this. We will grow our participation network of care-experienced young people, looking to increase the number and diversity of young people involved, supporting them to inform and co-produce our work and be powerful advocates for change.

As our ambitions grow so too does our commitment to understanding what's working and where we are having greatest impact. A robust approach to measurement and evaluation is an integral part of our plans and we are investing in a new evaluation function to help us continually improve our offer so that all the young people our work touches experience the most effective support that enables them to understand their rights, believe in themselves, and thrive.

We also are committed to promoting equity, diversity and inclusion throughout our work and to being an actively anti-racist organisation. We are constantly learning and will be reviewing and refining our plans to ensure we are embedding EDI in everything we do. As the organisation continues to grow, we want to make sure that we are attracting and retaining diverse talent within the organisation. We will continue to review our people policies and processes to support this, including around recruitment and induction to ensure that we are attractive to candidates from all backgrounds and that we have an inclusive culture which enables all our people to thrive.

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 26 March 1992 and registered as a charity on 22 April 1992. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2022 was eleven (in 2021 it was eleven). The trustees have no beneficial interest in the charitable company.

The legal objects of the charity

Our legal objects are to promote the care, upbringing and establishment in life of children and young people who are or who have been looked after or assisted by local authorities or other public or charitable bodies charged with the care and upbringing of children who are or who have been in the care of foster or adoptive parents and in particular (but without limitation) by:

1. Providing education, training and advice to such children and young people and to their carers
2. Conducting and promoting research as to the most effective means of providing care, making available the useful results
3. Relieving poverty, sickness, hardship and distress and preserving and protecting the health of such children and young people.

Board of trustees

The Board assesses its skills base on a regular basis and fills identified gaps by advertising and recruiting new trustees. Trustees are chosen for their complementary skills, breadth of experience and contribution to the charity in a range of ways. New board members are appointed by the board to serve the period up to the next AGM when the appointment is put to the members for approval.

The chair and trustees are appointed on a three-year term, renewable for three terms, subject to consideration by the Board in particular circumstances. The minimum number of trustees is four and the maximum number is 12.

New trustees meet with the Chair, Chief Executive and the senior leadership team as part of an induction process. As the charity works with vulnerable children and young people, disclosure and barring service checks are completed as appropriate in accordance with our safeguarding policy.

A Senior Independent Trustee is appointed. It is a role which supports our governance, leading on Chair appraisal and acting as a source of advice and support to the Chair, and to other members of the board as required.

In addition to regular board meetings, the board holds periodic strategic planning and review days to consider emerging issues and develop strategic plans.

We are pleased to have a diverse board in terms of skills and experience and also diversity around race and age. We are proud that over half of our board are care-experienced.

The charity invests in Board Development to enable board members to better know each other and appreciate the different expertise and perspectives on the board and to enhance board decision making and effectiveness.

Organisational structure

The board of trustees meets quarterly and is responsible for overseeing the strategic direction of the charity. Trustees review salaries on an annual basis as part of the organisation's budget cycle. Salaries are set based on the requirement and responsibility of a role and sector pay benchmarking.

The finance and funding sub-committee meet quarterly prior to board meetings to inform, support and monitor key finance and risk areas, and report to the full board on these areas.

Responsibility for the day-to-day running of the charity and delivery of activities is delegated to the Chief Executive and the senior management team.

Statement of responsibilities of the trustees

The Trustees, who are also directors for the purposes of company law, are responsible for preparing the Trustees' annual report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom accounting standards.

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the 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 Statement of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any 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 charitable company 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 charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the memorandum and articles of association. The Trustees are also responsible for safeguarding the assets of the charitable company 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 information relevant to the audit of which the auditors are unaware
- The Trustees have taken all steps that they ought to have to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to re-appoint Haines Watts, Chartered Accountants, for the coming year will be put to the annual general meeting.

In approving the Trustees' annual report, we also approve the strategic report included therein, in our capacity as company directors.

Approved by the Trustees on 21st September 2022 and signed on their behalf by:


Hugh Thornbery (0012, 2322 14:40 GMT+1)

Hugh Thornbery CBE
Chair



Eliot Lyne
Treasurer

Report of The Independent Auditors to the members of Become Charity Limited

Opinion

We have audited the financial statements of Become Charity (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, Cash flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, 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.

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 charitable company 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 charitable company'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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other

information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going

concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud and error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. 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 ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud 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 charity and the sector in which it operates. We determined that the following laws and regulations were most significant: The Charities Act, Companies Act 2016 and UK GAAP.
- We obtained an understanding of how the charity is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the 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;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments,
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
 - Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [Homepage | Financial Reporting Council \(frc.org.uk\)](https://www.frc.org.uk) This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA
Senior Statutory Auditor
For and on behalf of Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU
Date: *20 October 2022*

Statement of Financial Activities

(Incorporating an income statement)

Year ended 31 March 2022

		Unrestricted				
	No te	General	Designated	Restricted	2022 Total	2021 Total
		£	£	£	£	£
Income from:						
Donations and Legacies	2	265,721	218,189		483,910	200,838
Income from other Trading Activities	3	12,798			12,798	7,656
Income from Charitable activities	4	257,407		728,106	985,513	946,400
Income from Investments		5,857			5,857	6,255
Total Income		541,783	218,189	728,106	1,488,078	1,161,149
Expenditure on:						
Costs of raising funds		364,299			364,299	269,238
Expenditure on charitable activities		423,240		548,196	971,436	644,088
Total Expenditure	5& 8	787,539	-	548,196	1,335,735	913,326
Net income/ (expenditure) before gains and losses on investments		(245,756)	218,189	179,910	152,343	247,823
Net gain / (loss) on investments	10	21,366	-	-	21,366	55,533
Net income / (expenditure)		(224,390)	218,189	179,910	173,709	303,356
Transfers between Funds	13	-	-	-	-	-
Net movement in funds		(224,390)	218,189	179,910	173,709	303,356
Reconciliation of funds:						
Fund balance at 1st April 2021	13	517,944	-	175,462	693,406	390,050
Fund balance at 31st Mar 2022	13	293,554	218,189	355,372	867,115	693,406

The statement of financial activities includes all gains and losses recognised in the year.

The income and expenditure derive from continuing activities. See page 41 for an analysis of the 2021 comparatives.

Statement of Cash Flows

Year ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (page 38)	173,709	303,356
Add depreciation	9,774	9,330
Less purchase of fixed assets	(1,018)	(14,161)
Less interest & dividend income	(5,857)	(6,255)
Less (gain) / add loss on revaluation of investments	(21,366)	(5,533)
Less increase in debtors	(158,446)	(27,328)
Add increase in creditors	5,502	25,518
Cash provided by/ (used in) operating activities	A 2,298	284,927
Cash flows from investing activities		
Income from interest & dividends	5,857	6,255
Sales of investment assets	-	-
(Purchases) of fixed assets	-	-
Cash provided by/ (used in) investing activities	B 5,857	6,255
Cash flows from financing activities	C -	-
Increase/ (decrease) in cash and cash equivalents in the year (A+B+C)	8,155	291,182
Total cash & cash equivalents brought forward	496,846	205,664
Total cash and cash equivalents carried forward *	505,001	496,846

*refer to balance sheet, page 30

Statement of Financial Position (Balance Sheet)

As at 31 March 2022

	Note	2022 £	2022 £	2021 £
Fixed assets:				
Tangible assets	9	9,410		18,165
Investments	10	<u>229,383</u>		<u>208,017</u>
			238,793	226,182
Current assets:				
Debtors	11	233,629		75,183
Cash at bank and in hand		<u>505,000</u>		<u>496,846</u>
		738,629		572,029
Liabilities:				
Creditors: amounts falling due within one year	12	<u>110,307</u>		<u>104,805</u>
Net current assets			628,322	467,224
Total net assets less current liabilities			867,115	693,406
Net Assets			867,115	693,406
Funds				
General funds	13		293,554	517,944
Designated funds	13		<u>218,189</u>	-
Total unrestricted funds	13		511,743	517,944
Restricted funds	13		<u>355,372</u>	175,462
Total funds	13		867,115	693,406

Approved by the trustees on 21 09 2022 and signed on their behalf by:


Hugh Thornberry (AC12, 2022 14:40 GMT+1)

Hugh Thornberry CBE
Chair



Eliot Lyne
Treasurer

Notes to the financial statements

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation: The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts under Financial Reporting Standard applicable in the UK (FRS102 – effective 1 January 2015)-(Charities SORP FRS102) and the Companies Act 2006.

The presentational currency in these accounts is sterling, rounded to the nearest £.

Become meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Preparation of the accounts on a going concern basis: There are no material uncertainties about the charity's ability to continue. The accounts have therefore been prepared on a going concern basis. The charity has cash reserves of £505,000 and net assets of £867,115.

Income: Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant and is not deferred.

Donated services and facilities: Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the general volunteer time with the charity is not recognised and reference is made in the trustees' annual report on their contribution.

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

Interest receivable: Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure, allocations and irrecoverable VAT: Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure includes

1 Accounting policies cont.

attributable VAT which cannot be recovered. All costs are allocated between the expenditure categories in the SoFA on a basis designed to reflect the use of the

expenditure. Costs relating to a particular activity are allocated directly, others including support costs and governance costs, are apportioned on an appropriate basis as set out in note 8, and as agreed with funders:

The costs of generating funds relates to salary & support costs incurred in raising funds from both voluntary sources (including investment income) and restricted grants for charitable activities.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll, IT costs, and premises costs which support the charity's engagement programmes and activities. These costs are allocated between the costs of raising funds and expenditure on charitable activities. The basis of apportionment is set out at note 8.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Operating leases: Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due and on a straight line basis over the term of the lease.

Tangible fixed assets: All assets purchased with a value of over £1,000 and a life of more than one year are capitalised at cost. Depreciation is provided at rates calculated to write off the cost of each asset to its estimated residual value on a straight line basis over its expected useful life, usually 3 years. Leasehold improvements and the building of cloud and other IT infrastructure is amortised over the remaining length of the lease or over 5 years if shorter.

Investments: are shown in the accounts at market value at the balance sheet date. Any unrealised gains or losses made in the year are recorded in the statement of financial activities.

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

Cash at bank and in hand: Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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 to settle the obligation can be measured or estimated reliably.

1 Accounting policies cont.

Fund accounting:

Restricted funds are to be used for specific purposes as laid down by the donor or funder.

Designated funds are unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

General funds are unrestricted 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.

Transfers between funds are made where the income for a project is exceeded by the costs incurred on the project, or where it has been agreed with the funder to use unspent balances at the end of a project on activities with a similar objective.

Pensions: The charitable company operates a group money purchase defined contribution pension scheme operated by Royal London. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no further liability under the scheme other than for the payment of those contributions.

The charity made a 5% employer contribution to a money purchase pension scheme operated by Royal London under auto-enrolment. It acts as agent in the collecting and paying over of any employee pension contributions. However, there is currently no requirement for employees to make a matching contribution. The employer's contributions made for the accounting period are treated as an expense in the financial statements.

2 Donations and legacies

	Unrestricted	Restricted	2022 total	2021 total
	£	£	£	£
David & Ruth Lewis	40,000	-	40,000	-
Kate Somerville	25,000	-	25,000	-
Orbis	-	-	-	5,000
Events	95,099	-	95,099	95,575
Legacy	218,189	-	218,189	-
General donations	105,622	-	105,622	103,263
	483,910	-	483,910	200,838

Donations and incoming resources are separately identified where single transaction amounts are £5,000 or over, except for donors who wish to remain anonymous.

3 Income from other trading activities

	Unrestricted £	Restricted £	2022 total £	2021 total £
Other Income	500	-	500	2,409
Consultancy & Training	12,198	-	12,198	5,247
	12,798	-	12,798	7,656

4 Incoming resources from charitable activities

	Unrestricted £	Restricted £	2022 total £	2021 total £
Grant income:				
The Mark Leonard Trust	50,000	-	50,000	50,000
The Listening Fund	-	23,400	23,400	-
Department for Education		-	-	88,602
Evan Cornish Foundation		-	-	5,000
Garfield Weston	-	30,000	30,000	30,000
Paul Hamlyn	-	30,000	30,000	50,000
Mrs Smith & Mount Trust	-	15,000	15,000	-
Oso Foundation	20,000	-	20,000	20,000
CHK Charities Ltd	-	-	-	40,000
BBC Children In Need		8,711	8,711	9,874
The What works Centre for Children's Social Care		-	-	67,665
The National Lottery Community Fund		153,966	153,966	174,679
The City Bridge Trust		-	-	26,471
The Cloth Workers Foundation	-	200,000	200,000	-
Alan and Gill Gray Philanthropy		185,629	185,629	118,293
Tolkien Trust	50,000	-	50,000	50,000
Family Rights Group	-	-	-	30,000
Leach Fourteenth Trust	-	-	-	5,000
Esmee Fairbairn	71,750	-	71,750	39,452
Withy King LLP CLI	-	-	-	10,000
Five Rivers Child Care Ltd	5,000	-	5,000	5,000
Ronnie Lubner	-	-	-	5,000
Angus Lawson	-	14,400	14,400	-
Swire Charitable Trust	25,000	-	25,000	25,000
AKO Foundation	-	25,000	25,000	-

Lloyds TSB Foundation	-	-	-	6,000
Global Make Some Noise	-	25,000	25,000	50,000
The Rainford Trust	5,000	-	5,000	-
John Coates Charitable Trust	5,000	-	5,000	-
The Van Neste Foundation	-	5,000	5,000	-
Will Houghton Trust	-	10,000	10,000	-
The 29 th May 1961 Charitable Trust	-	-	-	5,000
Other (under £5,000)	25,657	2,000	27,657	35,364
	257,407	728,106	985,513	946,400

Grants, trust, corporate and contract income are separately identified where single transaction amounts are £5,000 or over or if the funder requires disclosure in the accounts.

5 Net income/ expenditure

This is stated after charging the following expenditure:		2022	2021
		£	£
Depreciation & loss on disposal		9,774	9,330
Auditors remuneration		5,119	3,961
Operating lease rentals:	Equipment	-	-
	Property	52,832	63,213
Trustees/ Directors remuneration	(note 7)	-	-

6 Staff costs and numbers

Staff costs were as follows:		2022	2021
		£	£
Salaries and wages		742,844	516,243
Social security costs		71,251	43,877
Pension contributions (defined contribution scheme)		34,842	23,082
Total direct staff costs		848,937	583,202
Outsourcing & consultancy fees		134,833	105,019
Total costs		983,770	688,221

Included in Salaries and wages are £22,085 compensation payments paid during the year.

No employees' emoluments were within the range of £70,000 to £79,999 (2021: 1 within £70,000 to £79,999, employers' contribution for the employee was £3,425 under a defined contribution pension scheme).

The key management of the charity comprises the Chief Executive, Director of Services, Director of Fundraising & Engagement and Director of Policy, Campaigns and Communication (job share for part

of the year). Their total emoluments amounted to £251,015 (2021: £251,141) plus employer's pension contributions of £12,402 (2021: £11,249)

The average weekly number of employees (full-time equivalent) employed by the charity during the year was as follows:

	2022	2021
	no.	no.
Generating Funds	4.9	3.3
Charitable activities	13.7	8.5
Governance	0.2	0.2
	18.8	12.0

7 Trustee Remuneration and Related Part Transactions

No trustees received remuneration during the year (2021: nil).

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2021: none).

8 Total expenditure

	Cost of generating funds £	Charitable expenditure £	Governance costs £	Support costs £	2022 £	2021 £
Staff costs and freelance consultants (note 6)	232,342	579,134	9,680	162,615	983,771	688,221
Related staff & volunteer costs	6,831	19,870	2,570	18,640	47,911	30,398
Participant travel & related expenses	43	23,536	-	-	23,579	5,833
Materials production, printing and activities	11,923	14,809	-	-	26,732	8,308
General office costs	17,103	29,997	-	42,298	89,398	82,122
Website development	-	18,971	-	28,618	47,589	5,152
Premises costs	-	-	-	50,320	50,320	73,994
Professional, legal and accounting fees	6,585	35,119	5,119	9,838	56,661	9,968
Trustees' expenses	-	-	-	-	-	-
Depreciation (note 5 & 9)	-	-	-	9,774	9,774	9,330
Expenditure	274,827	721,436	17,369	322,103	1,335,735	913,326
Allocation of support staff & related costs *	47,204	131,896	2,154	(322,103)	-	-
Allocation of support costs *	36,681	102,493	1,674	-	-	-
Sub-total	358,712	955,825	21,197	-	1,335,735	913,326
Allocation of governance costs *	5,587	15,610	(21,197)	-	-	-
Total expenditure reallocated	364,299	971,435	-	-	1,335,735	913,326

* The charity identifies costs to support its general charitable activities and fundraising costs (costs of generating funds). It then identifies governance costs. General management and support staff costs are allocated to the charitable activities and costs to generate funds on the basis of time spent per activity. Central office costs, depreciation, establishment, and other sundry costs are allocated to charitable activities and costs to generate funds on the basis of headcount, as an approximation to usage rates.

9 Tangible fixed assets

		Leasehold Improvements	Computer hardware & software	Furniture & Equipment	Total
		£	£	£	£
COST	At 1 April 2021	12,764	66,266	18,324	97,354
	Additions	-	1,018	-	1,018
	Disposals	(12,764)	-	-	(12,764)
	At 31 March 2022	-	67,284	18,324	85,608
DEPRECIATION	At 1 April 2021	12,025	48,839	18,324	79,188
	Charge for the year	739	9,035	-	9,774
	Disposals	(12,764)	-	-	(12,764)
	At 31 March 2022	-	57,874	18,324	76,198
NET BOOK VALUE	At 1 April 2021	739	17,426	-	18,165
	At 31 March 2022	-	9,410	-	9,410

10 Investments

	2022	2021
	£	£
COIF Charities Global Equity Income Fund		
Value at 01 April 2021	208,017	202,484
Additions/(Disposals) in the year	-	(50,000)
Value at 31 March 2022: 84,718,.31 @ 2.7076p	229,383	208,017
Unrealised gain/ (loss)	21,366	55,533

Based on the quarterly dividends paid, the income yield was 2.52% (2021 – 2.93%)

11 Debtors

	2022	2021
	£	£
Trade debtors	1,389	6,205
HM Revenue & Customs – Gift Aid reclaimable	907	12,000
Taxation & social security	-	118
Accrued income	218,189	13,270
Prepayments & accrued income	10,919	27,785
Other debtors	2,225	15,805
	233,629	75,183

12 Creditors: amounts falling due within one year

	2022	2021
	£	£
Subscriptions in advance and deferred income	4,595	4,166
Trade creditors	42,894	44,248
Taxation & social security	14,910	16,832
Accruals	47,908	39,559
	110,307	104,805

13 Movements in funds

	At start of year	Incoming resources	Outgoing resources	At end of year
	£	£	£	£
a. Widening Participation in FE/HE	44,745	35,000	53,481	26,264
b. Care Advice Service	6,950	180,966	142,691	45,225
c. Impact	5,575	-	4,893	682
d. Personal Advisors' Training	6,399	200,000	104,172	102,227
e. Policy & Participation	-	5,8400	57,457	943
f. Coaching and 1:1 Support	-	29,400	26,124	3,276
g. Workshops for Children in Care	4,572	8,711	8,287	4,996
h. Capacity Development	107,221	215,629	151,091	171,759
Total Restricted funds	175,462	728,106	548,196	355,372
General Funds	517,944	563,149	787,539	293,554
Designated Funds	-	218,189	-	218,189
Total funds	693,406	1,509,444	1,335,735	867,115

Purposes of restricted funds

Restricted funds cover specified activities, including employment, health and education programmes, online services for children and young people and specific projects, as described below:

13a. Widening Participation in FE/HE - The AKO Foundation and Will Houghton Foundation are funding a project to widen participation in further education for young people leaving care.

13b. Care Advice Service— grants were received from Global Make Some Noise, National Lottery Community Fund, Claire King Charitable Trust and Bartle Family Charitable Trust towards the Care Advice Service.

13c. Impact - Lloyds Bank Foundation funded a new monitoring and evaluation database.

13d. Personal Advisors' Training – the Clothworkers' Foundation are funding a five-year pilot PA training programme which aims to improve the skills and knowledge of PAs who are supporting young people leaving care.

13e. Policy & Participation - grants from the Paul Hamlyn Foundation, the Van Neste Foundation and the Listening Fund contributed towards PCC team members salaries.

13f. Coaching and 1:1 support - The Mrs Smith and Mount Trust and the Angus Lawson Memorial Trust contributed towards delivering a Coaching Programme to improve the emotional wellbeing of care-experienced young people.

13g. Workshops for Children in Care -BBC Children in Need have committed to 3-years of support in the development and delivery of healthy relationship workshops for children in care, helping them build positive relationships, improve emotional wellbeing and increased confidence.

13j. Capacity development - funding from a three-year grant from Alan and Gill Gray Philanthropy to increase Becomes capacity to deliver direct support to young people, build an evidence base, develop an impact measurement approach and invest in future sustainability.

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	9,410	-	9,410
Investments	229,383	-	229,383
Net current assets	272,950	355,372	628,322
Net assets at 31 March 2022	511,743	355,372	847,115

15 Operating lease commitments

The charity had total commitments under operating leases expiring as follows:

	Equipment		Property	
	2022 £	2021 £	2022 £	2021 £
Within 1 year	230	230	-	24,248
Within 2-5 years	173	403	-	-
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	403	633	-	24,248

The lease for the administrative offices and young person's participation space ends on 18 August 2021 with a break clause after 5 years in 2020, which was not exercised.

The lease for the franking machine was renewed at the end of December 2020, replacing the existing contract from that date.

16 Restricted funds in deficit

Where a restricted fund is in deficit at the end of an accounting period, the charity makes a decision on whether there is some prospect for the deficit to be reduced by funding receipts in subsequent accounting periods. If there is a good prospect, the deficit is shown in full. Otherwise, the deficit is transferred to the General fund.

17 Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

18 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Income and Corporation Taxes 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

19 Detail comparatives for the statement of financial activities

	Note	Unrestricted £	Restricted £	2021 total £
Income				
Donations and legacies	-	200,838	-	200,838
Income from other trading activities	-	7,656	-	7,656
Income from charitable activities	-	388,664	557,736	946,399
Income from investments		6,256	-	6,256
Total income		603,414	557,736	1,161,150
Expenditure				
Costs of raising funds:				
<i>Costs of generating activity income</i>		269,238	-	269,238
Expenditure on charitable activities:		132,912	511,176	644,088
Total expenditure	5& 8	402,150	511,176	913,326
Net (expenditure)/ income before gains and losses on investments		201,264	46,560	247,824
Net gain/(loss) on investments	10	55,533	-	55,533
Net (expenditure)/ income		256,797	46,560	303,357
Transfers between funds		-	-	-
Net movement in funds		256,797	46,560	303,357
Reconciliation of funds:				
Fund balances at 1st April 2020	13	261,148	128,902	390,050
Fund balances at 31st March 2021	13	517,945	175,461	693,406

Reference and administrative details

Charity number	1010518	
Company number	2700693	
Registered office	Become Charity Suite 151, 264 Lavender Hill, London, SW11 1LJ	
Patrons	David Akinsanya Professor Sonia Jackson OBE Louisa Lane-Fox The Earl of Listowel Joyce Moseley OBE Dame Esther Rantzen Dame Jacqueline Wilson	
Board of Trustees	<div> Hugh Thornbery CBE Eliot Lyne Anne Cameron Terry Galloway Khatija Hafesji Andy Harris Beth Taswell Rachael Wardell Ony Chima Meera Mistry Phillipa Uden Tom Willets </div>	<div> Chair Treasurer Director (resigned 19th July 2021) Director Senior Independent Trustee Director Director Director Director Director Director Director </div>
Senior Management Team	<div> Katharine Sacks-Jones Victoria Langer Cerys Shepherd Russell Delew Davinia Batley Fran Borg-Wheeler Lee Mauve Patron Clare Bracey Gill Goodby </div>	<div> Chief Executive & Company Secretary Interim Chief Executive (maternity cover, January 2021 to November 2021) Director of Fundraising (appointed July 2022) Interim Director of Fundraising (January 2022 to July 2022) Director of Fundraising (left December 2021) Interim Director of Services (appointed February 2022) Director of Services (left December 2021) Director of Policy, Campaigns & Communications (appointed December 2021) Interim Director of Policy, Campaigns & Communications (September 2021 to December 2021) </div>

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2022

Lisa Watch
Rhiannon Clapperton

Director of Policy, Campaigns &
Communications (Shared position, left
August 2021)

Bankers

Unity Trust plc
P.O. Box 7193
Planetary Road
Willenhall, WV1 9DG

Triodos Bank
Deanery Road
Bristol
BS1 5AS

Independent Auditors

Haines Watts,
Chartered Accountants
Old Station House,
Station Approach,
Newport Street,
Swindon, SN1 3DU
