



Become Charity

Trustees' Annual Report and Financial Statements

for the Year Ended 31 March 2024

Company no. 2700693
Charity no. 1010518

Contents

Message from the Chief Executive and Chair	3
Trustees' Annual Report for the Year Ended 31 March 2024	4
Strategic Report	6
Financial Review	15
Principle Risks and Uncertainties	19
Plans for the Future	20
Structure, Governance and Management	21
Statement of Responsibilities of the Trustees	23
Report of The Independent Auditors to the Members of Become Charity Limited	25
Statement of Financial Activities	29
Statement of Cash Flows	30
Statement of Financial Position	31
Notes to the Financial Statements	32
Reference and Administrative details	42

Message from the Chief Executive and Chair

The care system has faced some of its biggest challenges this past year as the number of children in care continues to rise whilst local authorities struggle to cope with a lack of foster and residential homes, soaring inflation and budgetary pressures. With the system at crisis point, and children paying the price, the need to deliver meaningful and lasting change is greater than ever and has continued to drive us forward at Become.

Amplifying the voices of care-experienced children and young people is at the heart of our work and this year we've created even more new opportunities to make sure these voices are heard. A real highlight was our first *Voice Day* when we celebrated the contributions young people had made across Become.

In April, we launched our *Gone Too Far* campaign to keep children in care close to the people and places that matter to them. Our young campaigners have had a busy year on the campaign trail, creating a film which they screened in Parliament, and meeting with politicians, including the Minister for Children and Families, to share the impact of distant moves first-hand.

In December, we were chosen by i News as its Christmas appeal charity partner, giving young people the opportunity to raise awareness of the challenges facing the care system. Hundreds of thousands of people read what they had to say, more than 3,300 donated to the appeal, and the Prime Minister and main party leaders all praised the campaign, placing the need to make care better firmly on the public agenda.

We know that reform is urgently needed to enable care-experienced children and young people to unleash their potential - a mission which underpins our support services. 1,134 young people have accessed our services this past year with 87% feeling more confident in taking their next steps. We are delighted to have begun supporting young people into employment through our newly launched *Propel into Work* service.

Building the knowledge and skills of professionals working with care-experienced young people is another way we strive to effect change. With the help of our talented *Young Trainers*, we've trained 58 Personal Advisors, making a tangible difference for those leaving care.

On behalf of the Board of Trustees, we want to thank all the individuals, Trusts and Foundations, and corporate supporters that have stood shoulder to shoulder with us this year. It's only by working alongside you that our fight for a better care system and better futures for care-experienced young people can be realised. Together, we are making an impact at a time when it's needed more than ever.

Thank you.



Leslie Morphy OBE
Chair of Trustees



Katharine Sacks-Jones
Chief Executive

Trustees' Annual Report for the Year Ended 31 March 2024

The Trustees present their report (which includes the Strategic Report) and the audited financial statements for the year ended 31 March 2024. The reference and administrative information is set out on page 42 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 fourth year of our five-year strategy period (2020 – 2025) and we remain focused on delivering across our four strategic aims: supporting children, improving practice, challenging the system and changing attitudes. Work has already begun on designing our next five-year strategy covering the period 2025 – 2030.

We have continued to develop and deliver ambitious plans to reach children and young people through online and digital support as well as increasing our outreach and partnership work with other organisations.

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. We continue to build 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 focused on ensuring we have the most meaningful impact on young people's lives and have developed and implemented a revised approach to 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 their 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 are 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.

Improving 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 care-experienced children and young people. We are committed to meaningfully involving young people in every area of our work, wherever possible, including operations and governance. We have had due regard to the guidance issued by the Charity Commission.

Strategic Report

Achievements and performance

Become delivers a range of services to improve the lives and future life chances of care-experienced children and young people. These include the *Care Advice Service*, *Coaching*, *Link Up*, *Propel into Education* and, newly launched this year, *Propel into Work*. Through these services we reached 1,134 children and young people this year (directly and via supporting adults in their lives), up from 983 last year.

We also work to campaign for change and to support young people to participate in policy making. This year young people shared their views, told their story, or fed into our policy and participation work 505 times to influence change.

In April 2023 we launched our [Gone Too Far](#) campaign, which calls for national and local action to prevent children in care being moved far away from their support networks and communities and were very pleased that after lobbying the Education Select Committee they agreed to hold an inquiry into this issue and children's social care.

We continued to influence the Government's response to the independent review of children's social care throughout the year.

Care Advice Service

The *Care Advice Service (CAS)* provides holistic information, advice and support for care-experienced children and young people, their loved ones and professionals who support them. We responded to enquiries from 488 children, young people and supporting adults this year. Individuals contacted us from all regions of England, with the majority of enquiries coming from Greater London, followed by the South East, North West, and West Midlands. The service has been offered by freephone and email, and we introduced WhatsApp enquiries to support service accessibility during 2023.

We continued to hear from young people with complex issues and who were experiencing isolation: our longer-term wellbeing support has remained important for these young people. The most common themes and areas of support have related to: general rights and entitlements of care-experienced children and young people; housing and homelessness and accessing Personal Advisor support.

We have encountered young people facing challenges accessing their rights and entitlements across the country, including care leavers' support ending at 21 (rather than 25), obstacles accessing statutory advocacy, and young people being unaware of their rights and entitlements as care leavers or of their Care Leavers' Local Offer.

Our CAS team has provided signposting information and onward referrals to statutory services and voluntary and community sector organisations to support access to specialist support. They work closely with Children's Services and Leaving Care Teams to ensure young people can access the support they are entitled to. Young people contacting the team are able to access other services and opportunities within Become.

"I am very thankful for the advice and support that I received [from staff] today. Not only has it provided me with some direction, in terms of next steps to take, her approach felt very comforting. I am thankful that I came across the service and will definitely reach out again."

(Feedback from care-experienced young person contacting CAS)

To reach care-experienced young people facing particular disadvantage, we delivered in-person Care Advice Surgeries, including at Queen's Park Job Centre, South London Refugee Association, and we expanded our prison advice surgeries from HMP Pentonville to HMP ISIS. Through monthly prison surgeries, we have advised 15

young people on their rights and entitlements as care leavers, enabling them to access the support they are entitled to in custody and on release.

"Rasheeda [CAS team] has shown dogged determination in supporting the young people in obtaining the help they need. Where there has been a lack of Social Worker or PA support because "they are in Prison and are no longer their responsibility" and attempts made to close the cases of the young men in our care, Rasheeda ensures this doesn't happen, that their support and care to the young people is continued... [she] makes Social Services and the PA accountable to ensure the best possible support for each young person under the Care Experience System."

(HMP ISIS staff organising care leavers advice surgeries)

We delivered 16 Rights & Entitlements Workshops reaching 195 young people, and delivered a Young Trainer programme enabling 9 care-experienced young people to become accredited trainers and begin co-delivering these workshops alongside our CAS team.

82% of young people said our Rights and Entitlements Workshops left them feeling more positive about leaving care.

Link Up Community

This year, we reviewed our *Link Up* model of weekly virtual meet ups and moved to a new model, with more in-person sessions. The aims of *Link Up* have continued to be supporting care-experienced young people to meet others and feel a sense of community,

This year, we held 14 online *Link Ups*, and three in-person *Link Ups*, involving 41 young people. In July, nine young people attended an event involving giant games and activities, with one young person commenting:

"I loved Link Up in person. It was so nice to see everyone and meet new people because sometimes life can get busy, and it's just nice to finally get together to catch up. I always love Link Up in person but I really liked the games and change of venue this time. I'm just very lucky to be part of such an amazing charity in some small way."

Two further in-person *Link Ups* were held in February and April 2024, focused on bowling and karaoke, and a life-size Monopoly event. For some young people this was the first time they had travelled to London, and all appreciated the opportunity to make connections and enjoy new opportunities together:

"I had fun. It was nice to meet new people."

"[the best part of the day was] having food together and reuniting with people I haven't seen for a while."

(Young person attending *Link Up* sessions)

Propel

Our *Propel* service has developed significantly this year. We have continued to offer advice and 1:1 support to care leavers on applying to and preparing for Further and Higher Education through *Propel into Education*. This support has included identifying courses and institutions, support applying via UCAS and for Student Finance, advice around local authority support, financial bursaries and grants, and connecting young people with dedicated support on campus. We advised and supported 142 young people (directly and via their supporting adults, up from 93 last year) and delivered 15 workshops to 136 young people aged 16-25 on Higher Education, working with partner organisations including Virtual Schools, Local Authority Children's Social Care Teams, and University Widening Access Teams.

Our *Propel* webpages, holding information about each institution's offer to care leavers and courses available, plus careers advice, were accessed 26,038 times, helping young people to better understand the support available to them.

29 young people we supported secured a place at university.

In January, we launched **Propel into Work** to support care-experienced young people into work and vocational opportunities, including apprenticeships. Through this we have provided advice to 30 young people and their supporting adults, and intensive 1:1 support to young people on tailoring CVs, searching and applying for jobs, accessing financial support including the apprenticeship bursary, and preparing for starting a new role.

We held workshops with employers, and with care-experienced young people early in their careers, to understand what work readiness looks like and what should be included in our Employability Workshops for young people. These workshops are now being developed based on these insights, and will be piloted in Autumn 2024.

Since launching, three young people have already secured paid employment.

"The support with CV writing [was most helpful], especially when I've struggled to put things into writing myself, we've been able to talk things through and get them down in the way I want them. [My support worker] is on top of the follow ups, and it all feels really consistent."

(Young person supported through *Propel into Work*)

We've also worked with employers to develop and deliver training to help them better support care-experienced young people in jobs and apprenticeships.

Coaching

This year we worked with 31 care leavers through our online **121 Coaching** offer, supporting young people to identify their personal goals – including around managing their time, building confidence, setting up a business, managing workload, emotional wellbeing, and building social networks – and to create and implement their own plans to progress towards these goals. The focus has been on building motivation as well as clarity around goals, action, and self-belief.

In an attempt to extend our reach and impact, we developed three standalone **Group Coaching** workshops on Confidence, Goal-setting, and Time Management, all themes arising from *121 Coaching* and that young people felt were foundational to being able to thrive. We trialled the first of these before year-end and have several scheduled in 2024. These group workshops will be reviewed using new impact tools and a decision taken around whether and how these are rolled out beyond this pilot. We anticipate volunteers may be involved in delivery of *Group Coaching* in the future.

One young person supported through our *Coaching* programme commented:

"It's been helpful as it's supported in shifting my perspective in a meaningful way that motivates me to take action, whilst still expanding on my own understanding of what's most important to me."

(Young person accessing *121 Coaching*)

Outreach, in-person delivery and reaching target groups

We delivered more information and advice in-person this year, via advice surgeries and workshops to young people. This has built our understanding of where in-person delivery adds greatest value for young people.

We identified groups of young people facing particular disadvantage, and increased our outreach capacity – through a new Participation and Outreach role – to promote our services particularly to these groups. Through this targeted outreach and by partnering with specific external organisations, we reached young people with experience of the criminal justice system, in geographic regions with higher numbers of children in and leaving care, and young people who arrived in the UK unaccompanied, and we saw engagement in our services widen to include young people we had previously not reached. We also improved how we capture demographic information about the young people we support, to help us understand who we are reaching and how this changes over time.

Young people shaping our services and organisation

We involved 23 young people in recruitment processes and shaping Become policies, and our new Senior Outreach and Participation Officer is allowing us to engage young people in a broader range of opportunities through which young people can shape our services and our new organisational strategy.

Impact

This year we strengthened our Impact Framework for Services and Training delivery. This involved developing Theories of Change, and designing non-intrusive, trauma-informed impact measures for use across our services. These were introduced at different points over the year, and have begun to generate more specific data and insight around the difference made by our *Care Advice Service*, *Coaching*, *Link Up*, *Propel into Education* and *Propel into Work*.

Using these impact tools, we know that 94% of *Care Advice Line* callers said they found our advice and support helpful, and 86% reported knowing more about their rights and entitlements following our support; within the first three or four sessions, 83% of young people accessing *121 Coaching* said they already felt more motivated and had achieved a short-term goal they had set, and 80% of young people supported throughout our two *Propel* services felt more confident about taking their next steps into work or education. Aggregating across the new outcome tools, we can evidence that 87% of the young people we supported across all services felt more confident in taking their next steps.

This coming year we intend to further embed use of these impact tools, develop impact measures for new areas of service development – including employability workshops – and deliver an external evaluation of our *Care Advice Service*, to support ongoing service improvement and demonstrate our impact to young people and funders.

Training

We continued our increased reach this year, delivering over 80 training sessions (double last year) and reaching 833 professionals from local authorities, fostering agencies, staff within voluntary and community organisations and mentors (up from 542 last year). We successfully delivered our first training targeted at Trainee and newly qualified Teachers, prison staff, and workers in supported accommodation for care leavers.

We delivered training on topics including 'An Introduction to the Rights and Entitlements of Care-Experienced Young People', 'Language Matters' and 'Supporting Care-Experienced Young People on their Journey to Higher Education'. We also developed and delivered new training titles, including *Workplaces that Care – Employment Support for Care-Experienced Young People*, and *Supporting Budgeting and Finance*. Whilst training was primarily delivered virtually, we delivered some in-person training. We also delivered bespoke training and training packages to organisations to deepen knowledge across multiple areas. 97% of professionals trained reported the training changing the way they would work with young people.

"[The training] will really support our confidence in developing a package of support that is relevant to Care-Experienced Young People."

"It has opened up a new way of thinking/approach for me in terms of trauma-experienced young people"

(Training participants)

Through our Young Trainers Programme, we collaborated with care-experienced young people in the design, piloting, delivery and evaluation of the training we delivered, including our PA Learning Programme.

Personal Advisors Training Programme

This year we completed Cohort two of our accredited *Personal Advisor (PA) Learning Programme*, which aims to build knowledge and improve practice among PAs who have a crucial role in supporting positive outcomes for care leavers, but for whom there is still no standardized training or qualification. Cohort two involved five Local Authority leaving care teams, and 18 PAs. Of these, 13 (72%) achieved the qualification, a significant improvement on cohort one (29%), supported via additional tutorial support .

We completed our external evaluation of Cohort 2, which evidenced the programme's impact:

- Increased knowledge amongst PAs of complex guidance and legislation relating to the PA role and former Unaccompanied Asylum Seeking Children, and of Local Authority support;
- Increased confidence in navigating the system, advocating for young people's rights and improved understanding of pathway planning;
- Young people supported by participating PAs rated this support as positive, reported an empathetic approach and that their PA meaningfully involves them in planning;
- Participants most valued connecting with other PAs, learning from Become's Trainers and from care-experienced Young Trainers about their lived experience of the care system.

We applied learning from evaluation to commence Cohort 3, which began during the year. We delivered nine of 10 training units by year end, with many PAs on track to secure the qualification. During 2024/25 we will complete and evaluate Cohort 3, transition to delivering our first self-funded *PA Programme*, with participating Leaving Care Services paying for PA learner places, and explore more scalable delivery models with interested local authorities.

"I really enjoyed delivering the course. It gave me the chance to interact with PAs in a different context, in ways I never did as a child in care. We had lots of support from Become before we actually got stuck into delivering training. We did practice sessions with each other as Young Trainers, which gave us a chance to get familiar with the content and build our confidence. I was also the first Young Trainer to gain accredited trainer status from the awarding body. I had to work hard to get that qualification, but I'm so glad I did. There aren't many opportunities where you can get a certificate at the end, and it's great to have it on my CV."

(Young Trainer, PA Programme)

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 and our platform to ensure the voices and experiences of young people are at the heart of decision-making and help to improve outcomes and opportunities for care-experienced young people.

Despite ongoing instability in Ministerial appointments throughout 2023/24, with yet another change in Minister for Children over the course of the year, the reach of our political influencing has gone from strength

to strength, with more media coverage, particularly in mediums that are likely to influence political discourse, like Radio 4's Today Programme or the House Magazine, more direct engagement and meetings with politicians, more influence over Parliamentary discourse about the care system, and more opportunities for care-experienced young people to meet decision-makers.

This year, we launched our [Gone Too Far](#) campaign, which calls for national and local action to prevent children in care being moved far away from their local areas and communities. This included the publication of a policy report and new research, as well as a range of influencing activities. Throughout the campaign we have worked closely with our young *Gone Too Far* campaigners and together we have met two Government Ministers, the Shadow Minister for Children and Families, and the Liberal Democrat Lead on children's social care to discuss the campaign. The campaign has also been covered in national media, including Channel 4 News twice, has been debated in the House of Lords, been the subject of several Parliamentary Questions, and the campaign film was screened in Parliament where our young campaigners were able to talk more about the impact of this issue and the changes they want to see

We were pleased that we were successful in lobbying the Education Select Committee to hold an inquiry into children's social care. This was announced in December 2023, following several meetings that we had with Committee members and the Chair of the Committee. [Terms of the reference](#) for the inquiry included a number of elements that we had explicitly requested the Committee investigate, including a focus on the causes and trends of out-of-area placements. We also developed and promoted a survey for care-experienced young people and shared the findings with the Committee.

At the start of the year, we ran a short Corporate Parenting participation project which culminated in us taking a young person from the group to share the findings with the Cross-Ministerial Board for Care Leavers which included the Secretary of State for Education, Secretary of State for Levelling Up, the Chief Secretary to the Treasury and the Cross-Government Ministerial Lead amongst others.

We organise the [All-Party Parliamentary Group \(APPG\) for Care-Experienced Children and Young People](#). Through our work, support for the APPG has grown and we now have 11 Parliamentary Officers of the APPG, representing the three main political parties in England and members of both the House of Commons and House of Lords. This summer, we carried out an [APPG inquiry into the Government's proposals to extend corporate parenting responsibilities](#) to a range of public sector organisations. In total, we gathered evidence from over 200 individuals or organisations, including over 160 care-experienced young people. We fed this evidence and insight into politicians and policy leads at the Department for Education to ensure that reforms are informed and underpinned by the views and voices of care-experienced young people.

We attended the three main political party conferences in 2023 to raise awareness of our key campaigns about instability and the care cliff and throughout the year we produced 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. This included responding to the Government consultations on social housing reforms, the Working Together to Safeguard Children guidance, on Advocacy services for children and young people, and to Ofsted's consultation on supported accommodation. We sent briefings to all 20 MPs selected in the private members bill ballot, asking them to consider doing their Bill on our *Gone Too Far* campaign and responded to the DfE annual data on children in care in November, sharing our briefing with 119 parliamentarians.

In November, we analysed the government's annual homelessness statistics to show there had been a shocking 33% increase in homelessness among young people leaving care over the past four years, and our 'Settled at Christmas' research report continued to highlight how many children were facing instability over the Christmas period and this time also looked at how many children came into care over this period. We were pleased to see both of these issues picked up in the media and in parliament.

We continued to influence the Government's reform agenda, taking young people to meet the Children's Minister on the first anniversary of the Independent Review's report as part of #ItsOurCare campaign; we also held sessions with young people to inform our submission to the Government consultation on the reforms, supported young people to take part in workshops led by Ofsted on their proposed inspection framework for supported accommodation, and took young people to speak to a Ukrainian Government delegation including the Ukrainian Minister for Social Policy on the importance of listening to the voices of care-experienced children and young people in reforming their care system.

As part of our commitment to being an evidence-based organisation, we moved into Year 2 of our 3-year research partnership with the University of Oxford's Rees Centre to understand what success means to care leavers. Researchers are working alongside our care-experienced design group named 'Future of Care' made up of 12 young people aged 21-25 to co-produce research materials and outputs, gaining insights from a range of stakeholders including local authorities and other young people. At the end of the project, we will have a new tool that can better measure the outcomes for care leavers.

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.

This year we have grown our capacity to work with more young people and in different ways, and young people shared their views, told their story, or fed into our policy and participation work 505 times to influence change.

Become The Movement is our growing network of care-experienced children and young people and through our regular newsletter and WhatsApp broadcast group we share opportunities to engage in campaigning for change. We have made sure that their voices have been heard by decision-makers – whether that was arranging opportunities for young people to talk directly, or by collating their input to share in briefings and reports. Examples over the past year include:

- Being involved in groups focusing on a particular project such as:
 - The Corporate Parenting group
 - Our *Gone Too Far* Youth Campaign Group
 - Our research group *Future of Care* which is working with the University of Oxford Rees Centre to develop a tool that can measure what success means to care leavers
- Meetings with MPs, Peers, Ministers and Civil Servants
- Responding to surveys and consultations and joining focus groups

A big highlight this year, was running our first *Voice Day*, a celebratory event to amplify all the amazing projects and campaigns that care-experienced young people in *Become The Movement* were part of in 2023 – a wonderful space to reflect on the impact we are making together and to shine a light on all the opportunities care-experienced young people have been part of. We had some lovely feedback from the young people who took part:

"At Become, I feel heard – a unified voice is amplified and found a feeling of togetherness."

"Become is a shared experience, empowering by being part of a positive influence, part of a collective, to make a difference in the lives of care-experienced young people."

It's important that professionals hear directly from young people on what good practice looks like and this year we were delighted to support one of our network members to speak to an audience of 350 Ofsted Inspectors at their annual conference.

We continue to develop our processes and approaches to make sure that young people's involvement is safe, meaningful, and rewarding and have updated policies and processes to support this.

Campaigning and Communications

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

We created over 75 opportunities for young people to share their views and experiences with professionals and potential supporters through our owned communications platforms and earned media and ensured young people's voices are heard in an empowering way, exceeding our year-end target of 20 opportunities for young people to feature in the media with an incredible 51 opportunities!

We continued to achieve high levels of media coverage this year, more than doubling our target by appearing in 97 national features including BBC News, ITV, Channel 4, The Today Programme and a range of newspapers including the Guardian, the Independent, the Express and the Sunday Mirror amongst others. In addition, we had 320 local newspaper and 29 sector trade publication mentions.

A big highlight this year was being the i Newspaper's 2023 Christmas Charity of the Year. We supported 18 young people to share their views and experiences in feature articles, making sure it was a positive experience for them and that they felt proud of their contributions. Other stand out media pieces included:

- Our *Gone Too Far* campaign getting several special features on Channel 4 News and other broadcasts such as BBC's Newsround, with the launch also featuring across all national and local BBC stations. The campaign also featured throughout the year in various newspapers including the Independent, the Daily Mirror, the Observer and the Guardian;
- Several features on profit in Children's Social Care, including Politics Home, the Observer and in the Big Issue;
- Our *Settled at Christmas* research in the Sunday Mirror and i Newspaper;
- Various features on the increase in homelessness amongst care leavers across radio, TV and newspapers;
- Care Leavers at University featuring on Woman's Hour, a young person talking to Annie Macmanus on her 'Changes' podcast and taking part in a special edition of a Radio 4 Today programme talking about foster care.

We also continued our reactive media campaign to challenge stigma by responding to resident complaints about planning permission for children's homes, calling for more understanding and urging residents to contact their MP to ask why more is not being done by Government to help children in care.

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

- For National Care Leavers Week (NCLW) in 2023 our theme was CARE (Celebrate, Amplify, Raise Awareness, and Encourage Change). As part of the week we hosted two webinars where our brilliant Young Trainers hosted a takeover, leading a session to train professionals in what changes need to be made to the care system.

- Care Day is the world's biggest celebration of children and young people with care experience and we have been leading the campaign in England since it first began in 2015. This year we encouraged people to learn about and challenge stereotypes and stigma around care experience as well as asking people to encourage their MPs to attend our film screening in parliament.

Signups to our supporter newsletter continue to grow with over 9,000 now on our mailing list, a year-on-year increase of 33%. We also saw a 32% increase in followers across our social media channels, and started to test a Tik Tok channel. We launched our second impact report, highlighting what went well and what we would like to do even better next year.

Collaboration

We collaborate and partner with voluntary sector organisations and public bodies to ensure young people can access the support they need, and 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;
- Maternal Mental Health Alliance;
- Children's Rights Action Group;
- The Kinship Care Alliance;
- #KeepCaringTo18 campaign; and
- The steering group of #ItsOurCare.

We also sit on Ofsted's Social Care National Consultative Forum and National Network for the Education of Care Leaver's National Strategy Group.

We collaborate by adding our voice to sector campaigns and our expertise has also been welcomed through joining advisory boards and steering groups including Ofsted's Supported Accommodation Advisory Group, John Lewis Partnership expert group, and National Network for the Education of Care Leavers Quality Mark, as well as speaking at events (and supporting young people to speak at events) to share expertise.

We also partner with academics such as our three-year programme with the Rees Centre at Oxford University looking at how to better assess outcomes for care leavers.

This year, we have partnered with leaving care services, local authorities and other public service organisations, employers and voluntary and community sector partners to jointly deliver our services, signpost and refer young people to specialist support, and to build professionals' capacity through training.

Financial Review

Fundraising

We are dependent upon the generosity of individuals, trusts and foundations, and businesses to support our work and make a difference in the lives of children in care and care-experienced young people.

We're deeply grateful to all our supporters for their dedication and commitment to improving the lives of care-experienced young people and transforming the care system. We extend our deepest thanks to all.

Here are just a few of the exceptional supporters who enable our work:

AKO Foundation	Oso Foundation
Annie Macmanus	Peel Hunt LLP
Become Players	Raise Your Hands
Blagrove Trust	St James's Place Charitable Foundation
Biking for Children in Care	Swire Charitable Trust
The Clothworkers' Foundation	The 29 th May 1961 Charity
Dulverton Trust	The Allan & Nesta Ferguson Charitable Settlement
Fidelity Foundation	The Beatrice Laing Trust
Jacobs	The Esmée Fairbairn Foundation
James Laughland	The Hedley Foundation
Jennifer Cook	The John Coates Charitable Trust
John Turner	The Leathersellers' Company Charitable Fund
Leeds Building Society	The Listening Fund
Lincoln Private Investment Office Foundation	The Mark Leonard Trust
Liz and Richard Houghton	The Newby Trust
National Lottery Community Fund	The Patricia Routledge Foundation
Nationwide Building Society	The Paul Hamlyn Foundation
Milton Damerel Trust	The Tolkien Trust
Mint Velvet	The Will Houghton Foundation & Mint Velvet
Oak Foundation	

In addition, we extend our thanks to those who gave anonymously and those who supported the i News Appeal, and we warmly remember John Crisp and Nancy Drucker.

In 2023, we set a new benchmark in income generation at Become, and we owe it all to our incredible supporters who went the extra mile for us. Huge thanks to everyone who undertook a challenge, made a donation, or fundraised on our behalf. Your efforts in raising funds and awareness are invaluable.

2023 also saw Biking for Children in Care surpass £1m in total funds raised over the last 21 years. We were thrilled to recognise their accomplishments and dedication at an event at the Houses of Parliament.

More than 60 individuals laced up their running shoes to run, walk, or jog in the Big Half, raising an impressive £16,500.

Our loyal #BecomePlayers reconvened, with 46 creators and gamers raising over £9,000.

Our fantastic supporters also devised some innovative fundraising ideas of their own, going above and beyond for us once again. Here are a few standout moments:

- Elisa committed to running 7km a day for seven consecutive weeks, raising a remarkable £1,500;
- Craig, a seasoned runner for Become, celebrated his birthday with a wing walk, raising an impressive £200;
- Kirsten, from Axcis Education, completed the Rome marathon on our behalf, raising over £800.

i News chose to fundraise for Become as part of their 'Together We Care' Christmas appeal which generated over £270,000, inclusive of Annie Mac's match-funded Christmas appeal which raised an exceptional £41,000. Huge thanks to all those who showed such overwhelming generosity.

We secured over £1m from charitable trusts and foundations. Our corporate partners contributed over £100,000, and we were thrilled to develop partnerships with Leeds Building Society, Jacobs, and Peel Hunt amongst others.

Our high-value supporters continue to support care-experienced young people. They donated generous gifts, raised awareness through their networks, and dedicated time and energy to support us. Their support empowered us to assist children in care and young care leavers now and in the future. Over the past year, 50 companies, trusts and foundations, and philanthropists made a difference to the lives of children in care and care-experienced young people.

A massive thank you to all of our remarkable supporters for their generosity and commitment to our work.

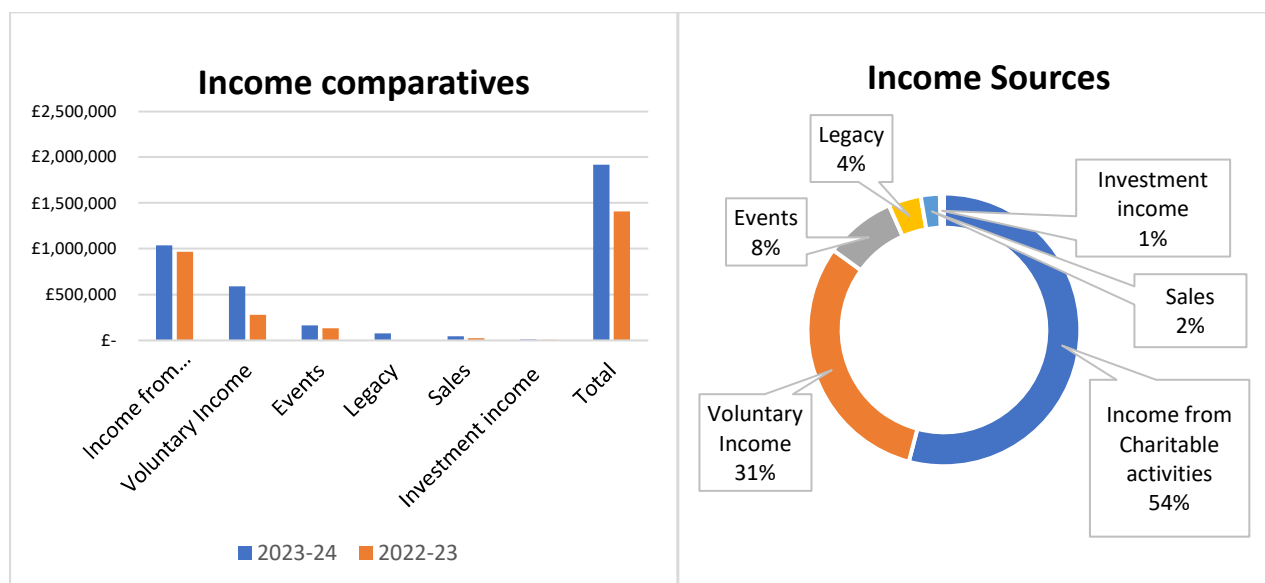
All of our fundraising activity is managed by our small in-house fundraising team.

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 requests. 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. 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 representing 54% of the total income of the charity (2023: 69%). Grants are recorded as income from charitable activities. The other 46% is derived from voluntary donations, challenge events, and investment income.



Overall income in 2023-24 was 36% higher than the previous year, at £1,916,794 compared to £1,407,743 the year before. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was up 16% to £1,708,840 compared to £1,471,449 in the previous year.

In the forthcoming year we are committed to continue growing income. We will persist in our efforts to develop philanthropic and corporate fundraising. Our primary focus will be on creating a lasting impact for children in care and care-experienced young people. We will continue to foster innovation and insights to tackle the challenges they encounter.

Restricted funds raised for participation projects and information support totalled £548,839 in 2024 (2023: £632,813). Spending against grants received amounted to £709,073 (2023: £526,987). Any restricted funds unspent are carried forward for use in following years.

This table shows the amount spent on charitable work in each of the past five years:

Charitable work/ Accounting year:	2023-24	2022-23	2021-22	2020-21	2019-20
Total charitable work	£1,278,488	£1,005,158	£971,436	£644,088	£498,601
Increase/(decrease) on previous year	27%	3.5%	51%	29%	(11%)

Reserves policy

At 31st March 2024, the total reserves of the charity were £1,032,730, of which £300,961 was restricted by funders for specific projects and £731,769 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 6 to 9 months' core running costs. In 2024 this represents between £278,436 and £417,654.

The Trustees calculate the unrestricted 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 31st March 2024, the charity carried forward unrestricted free reserves of £721,340 (2023: £172,230) representing around 8 months' core running costs on our general fund of £999,767; see unrestricted expenditure on page 29 as follows:

Unrestricted reserves	£731,769
Less: Net book value of unrestricted fixed assets (note 9)	<u>(£10,429)</u>
Total Unrestricted free reserves	<u>£721,340</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 Funding and 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 £5,778 in the year – a return on investment of 2.3%. 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, alongside the young people that we work with.

Trustees monitor the charity's risk register and charge the Chief Executive and senior leadership 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

- Increased costs and insufficient income to deliver mission and plans, heightened by economic climate;
- Risk of fraud leading to financial challenges for the organisation.

Operational

- Staffing issues meaning reduced capacity and loss of knowledge and skills;
- ICT systems failures or other data breach leading to operational and data protection issues;
- Failure to adapt to new technology leading to organisational inefficiency;
- Failure to create a fully equitable, diverse, inclusive organisation leads to impact on mission and reputational risk.

Governance

- Lack of good governance and strategic leadership leading to mission drift and reduced impact/or inability to adapt, meaning we fail to remain relevant.

Regulatory

- Ineffective professional practice and safeguarding policies and procedures putting children and young people at risk.

External

- Low external profile undermining potential to generate unrestricted funds, achieve influencing goals and reach care-experienced young people;
- External forces (e.g. future pandemics, terrorist attacks, flooding etc.) leading to business continuity risks.

Plans for the Future

After a period of significant growth, the focus during the next 12 months is on developing our strategic planning in order to ensure that Become is in a healthy place to increase our impact and make a difference to the lives of more care-experienced children and young people over the long-term.

It is clear that there is growing pressure on the care system and we know that there will be more young people who need our support. We have therefore commenced detailed planning for our next strategy period, and are ensuring that we take account of the views of the Board, team members, care-experienced young people, funders, and various other stakeholders as we develop this.

In order to push forward with this revised strategy, we will be refreshing our brand to ensure that we are more visible and known amongst the key communities that we work with.

With a new Government in place, we will be working hard to ensure that children's social care is high on their agenda and on the agenda of all political parties that form part of the UK parliament.

We know that Equity, Diversity and Inclusion (EDI) is key to achieving our mission and therefore we will continue to push forward with our commitment to creating a culture where everyone feels valued, respected and empowered to achieve their full potential. We believe that by embracing the diversity of the young people that we work with, as well as that of team members, trustees, volunteers, and partners, we can enrich our insights and creativity, and have significantly more impact. As part of this we will be publishing our first EDI Annual Report which provides transparency and accountability on what we have done well, and what we still need to work on.

None of our vital work can happen without much needed funding. We will continue to develop our income streams, with a particular focus on corporate partners and major donors.

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 2024 was 10(2023: 10). 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 in an open, inclusive and fair process. 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.

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 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 Funding and Finance 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 Leadership 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 appoint the auditor for the coming year will be put to a future Trustee 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 19 September 2024 and signed on their behalf by:



Leslie Morphy OBE
Chair



Frances Lang
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 2024 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 2024, 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, UK GAAP and Charity SORP FRS 102.
- 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](#). 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.



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: 26 September 2024

Statement of Financial Activities

(Incorporating an Income Statement)

Year ended 31 March 2024

		Unrestricted				
	Note	General	Designated	Restricted	2024 Total	2023 Total
		£	£	£	£	£
Income from:						
Donations and legacies	2	826,284	-	-	826,284	410,605
Trading activities	3	43,175	-	-	43,175	24,675
Charitable activities	4	489,114	-	548,839	1,037,953	965,733
Investments		9,382	-	-	9,382	6,730
Total Income		1,367,955	-	548,839	1,916,794	1,407,743
Expenditure on:						
Costs of raising funds		430,352	-	-	430,352	466,291
Charitable activities		569,415	-	709,073	1,278,488	1,005,158
Total Expenditure	5&8	999,767	-	709,073	1,708,840	1,471,449
Net Income/ (Expenditure) before gains and losses on investments		368,188	-	(160,234)	207,954	(63,706)
Net Gain / (Loss) on investments	10	33,243	-	-	33,243	(11,878)
Net Income / (expenditure)		401,431		(160,234)	241,197	(75,584)
Transfers between Funds	13	147,460	(147,460)	-	-	-
Net Movement in Funds		548,891	(147,460)	(160,234)	241,197	(75,584)
Reconciliation of Funds:						
Fund balance at 1st April 2023	13	182,878	147,460	461,195	791,533	867,117
Fund balance at 31st Mar 2024	13	731,769	0	300,961	1,032,730	791,533

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

The income and expenditure derive from continuing activities. See note 19 for an analysis of the 2023 comparatives.

Statement of Cash Flows

Year ended 31 March 2024

	2024 £	2023 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (note 13)	241,197	(75,584)
Add depreciation	7,807	6,641
Less purchase of fixed assets	(7,587)	(7,879)
Less interest & dividend income	(9,382)	(6,730)
Less (gain)/Add loss on revaluation of investments	(33,243)	11,878
Less increase in debtors	1,463	190,823
Add increase in creditors	(17)	(10,888)
Cash provided by operating activities	A 200,238	108,261
Cash flows from investing activities		
Income from interest & dividends	9,382	6,730
Cash provided by investing activities	B 9,382	6,730
Cash flows from financing activities	C -	-
Increase in cash and cash equivalents in the year (A+B+C)	209,620	114,991
Total cash & cash equivalents brought forward	619,992	505,001
Total cash and cash equivalents carried forward *	829,612	619,992

*refer to balance sheet, page 31

Statement of Financial Position (Balance Sheet)

As at 31 March 2024

	Note	2024 £	2024 £	2023 £
Fixed assets:				
Tangible assets	9	10,429		10,648
Investments	10	250,749		217,506
			261,178	228,154
Current assets:				
Debtors	11	41,342		42,806
Cash at bank and in hand		829,612		619,992
		870,954		662,798
Liabilities:				
Creditors: amounts falling due within one year	12	99,402		99,419
Net current assets			771,552	563,379
Total net assets less current liabilities			1,032,730	791,533
Net Assets			1,032,730	791,533
Funds				
General funds	13		731,769	182,878
Designated funds	13		-	147,460
Total unrestricted funds	13		731,769	330,338
Restricted funds	13		300,961	461,195
Total funds	13		1,032,730	791,533

Approved by the Trustees on 19 September 2024 and signed on their behalf by:



Leslie Morphy OBE
Chair



Frances Lang
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. This is applicable to charities preparing their accounts under the Financial Reporting Standards applicable in the UK (FRS102, 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 £829,612 and net assets of £1,032,730.

Income: Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(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.

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, if applicable.

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.

1 Accounting policies cont.

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 attributable VAT which cannot be recovered. All costs are allocated between the expenditure categories in the Statement of Financial Activities 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 £500 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: 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.

1 Accounting policies cont.

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.

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. Transfers may also take place where funds are designated or undesignated.

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. Employees who are part of the pension scheme make a minimum contribution of 3% towards the scheme. The employer's contributions made for the accounting period are treated as an expense in the financial statements.

2 Donations and legacies

	Unrestricted £	2024 Total £	2023 Total £
David & Ruth Lewis	50,000	50,000	40,000
The Will Houghton Foundation & Mint Velvet	70,000	70,000	30,000
Tolkien Trust	50,000	50,000	-
Oak Foundation	212,500	212,500	-
Esmée Fairbairn	75,000	75,000	-
Events	161,950	161,950	130,984
Legacy	74,202	74,202	-
Regular Giving and Other Donations	132,632	132,632	209,621
Total	826,284	826,284	410,605

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 £	2024 Total £	2023 Total £
Other Income	1,711	-	1,711	724
Consultancy & Training	41,464	-	41,464	23,951
Total	43,175	-	43,175	24,675

4 Incoming resources from charitable activities

	Unrestricted	Restricted	2024 Total	2023 Total
	£	£	£	£
Grant income:				
The Mark Leonard Trust	20,000	12,000	32,000	50,000
The Blagrove Trust	-	66,470	66,470	60,700
The Dulverton Trust	35,000	-	35,000	35,000
The Big Ask (now The Considered Ask Foundation)	-	-	-	14,400
Fidelity	-	86,238	86,238	91,250
Evan Cornish	-	-	-	10,000
The John Lewis Foundation	-	57,523	57,523	-
The Allan And Nesta Ferguson Charitable Foundation	-	20,000	20,000	-
The Prism Charitable Trust	25,000	-	25,000	25,000
The Will Houghton Foundation & Mint Velvet	-	-	-	30,000
BBC Children In Need	-	-	-	10,494
The National Lottery Community Fund	-	108,858	108,858	200,655
The Cloth Workers Foundation	-	100,000	100,000	100,000
Alan and Gill Gray Philanthropy	-	-	-	129,414
Tolkien Trust	50,000	-	50,000	50,000
Esmée Fairbairn	84,364	-	84,364	72,750
The Leathersellers' Company Charitable Fund	-	15,000	15,000	-
Newby Trust Ltd	-	10,000	10,000	-
Swire Charitable Trust	20,000	-	20,000	25,000
AKO Foundation	-	25,000	25,000	25,000
Oak Foundation	212,500	-	212,500	-
St James's Place Charitable Foundation	-	30,000	30,000	-
Other	42,250	17,750	60,000	36,570
	489,114	548,839	1,037,953	965,733

5 Net income/expenditure

This is stated after charging the following expenditure:

		2024 £	2023 £
Depreciation & loss on disposal		7,807	6,641
Auditors' remuneration		4,656	4,922
Operating lease rentals:	Property	3,066	8,491
Trustees'/Directors' remuneration	(note 7)	-	-

6 Staff costs and numbers

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	1,071,377	885,035
Social security costs	106,133	90,379
Pension contributions (defined contribution scheme)	47,298	37,622
Total direct staff costs	1,224,808	1,013,036
Outsourcing & consultancy fees	96,211	94,053
Total costs	1,321,019	1,107,089

The key management of the charity comprises the Chief Executive, Director of Finance and People, Director of Fundraising, Director of Services and Director of Policy, Campaigns and Communications. Their total emoluments amounted to £339,087 (2023: £257,194) inclusive of employer's pension contributions of £15,930 (2023: £9,463).

The number employees with emoluments in the range were:

	2024	2023
£60,000 to £69,999	2	0
£70,000 to £79,999	1	1
£80,000 to £89,999	1	0
	4	1

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

	2024	2023
Generating Funds	5.8	6.4
Charitable Activities	18.8	15.9
Governance	0.2	0.2
	24.9	22.5

7 Trustee Remuneration and Related Party Transactions

No Trustees received remuneration during the year (2023: nil).

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity or reimbursed expenses during the year (2023: none).

8 Total Expenditure

	Cost of generating funds	Charitable expenditure	Governance costs	Support costs	2024	2023
	£	£	£	£	£	£
Staff costs and freelance consultants (note 6)	284,679	817,026	6,990	212,325	1,321,019	1,107,089
Related staff & volunteer costs	5,271	32,565	-	61,093	98,929	85,294
Participant travel & related expenses	392	35,476	-	80	35,948	21,807
Materials production, printing and activities	8,147	14,454	-	322	22,923	73,082
General office costs	46,011	62,676	-	49,414	158,101	117,275
Website development	-	14,371	-	2,752	17,123	7,380
Premises costs	417	-	-	5,166	5,583	8,491
Professional, legal and accounting fees	-	27,082	4,656	9,669	41,407	44,389
Trustees' expenses	-	-	-	-	-	-
Depreciation (note 5 & 9)	-	-	-	7,807	7,807	6,641
Expenditure	344,917	1,003,650	11,646	348,628	1,708,840	1,471,449
Allocation of support staff & related costs *	64,224	206,604	2,590	(273,418)	-	-
Allocation of support costs *	17,666	56,831	712	(75,210)	-	-
Sub-total	426,807	1,267,085	14,948	-	1,708,840	1,471,449
Allocation of governance costs *	3,545	11,403	(14,948)	-	-	-
Total expenditure reallocated	430,352	1,278,488	-	-	1,708,840	1,471,449

* The charity identifies costs to support its general charitable activities and fundraising costs (costs of generating funds). General management and support staff costs are allocated to the charitable activities and costs of generating 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 of generating funds on the basis of headcount, as an approximation of usage rates. Governance costs are allocated to the costs of generating funds and charitable activities proportionally.

9 Tangible fixed assets

		Computer Hardware & Software	Furniture & Equipment	Total
		£	£	£
Cost	At 1 April 2023	75,163	18,324	93,487
	Additions	7,587	-	7,587
	Disposals	-	-	-
	At 31 March 2024	82,750	18,324	101,074
Depreciation	At 1 April 2023	64,515	18,324	82,839
	Charge for the year	7,807	-	7,807
	Disposals	-	-	-
	At 31 March 2024	72,322	18,324	90,646
Net Book Value	At 1 April 2023	10,648	-	10,648
	At 31 March 2024	10,429	-	10,429

10 Investments

	2024	2023
	£	£
COIF Charities Global Equity Income Fund		
Value at 1 April 2023	217,506	229,383
Additions/(Disposals) in the year		-
Value at 31 March 2023: 84,718.31 @ 2.5674p		217,506
Value at 31 March 2024: 84,718.31 @ 2.9598p	250,749	
Unrealised gain/(loss)	33,243	(11,878)

Based on the quarterly dividends paid, the income yield was 2.3% (2023: -2.66%)

11 Debtors

	2024	2023
	£	£
Trade debtors	23,224	10,542
HM Revenue & Customs – Gift Aid reclaimable	-	907
Accrued income	432	3,500
Prepayments & accrued income	17,435	22,726
Other debtors	251	5,131
	41,342	42,806

12 Creditors: amounts falling due within one year

	2024 £	2023 £
Subscriptions in advance and deferred income	12,985	12,225
Trade creditors	11,085	16,007
Taxation & social security	40,282	34,220
Accruals	35,050	36,967
	99,402	99,419

13 Movements in funds

The difference between incoming and outgoing resources is £241,198. This table breaks down the movement in funds.

	At start of year	Incoming resources	Outgoing resources	Funds transfer	At end of year
a. Widening Participation in FE/HE	13,335	117,523	85,691	-	45,167
b. Care Advice Service	102,714	148,858	155,830	-	95,742
c. Impact	682	-	-	-	682
d. Personal Advisors' Training	95,005	100,000	117,481	-	77,524
e. Policy & Participation	23,882	66,470	74,090	-	16,262
f. Workshops for Children in Care	8,330	-	8,330	-	-
g. Capacity development	217,250	115,988	267,652	-	65,586
Total Restricted funds	461,195	548,839	709,074		300,961
General Funds	182,878	1,401,199	999,767	147,460	731,769
Designated Funds	147,460	-	-	(147,460)	-
Total Funds	791,533	1,950,038	1,708,841	-	1,032,730

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, John Lewis Foundation, Allan & Nesta and The Leathersellers' Company are funding a project to widen participation in further education for young people leaving care.

13b. Care Advice Service – grants were received from National Lottery Community Fund, St James Place and Newby Trust towards the *Care Advice Service*.

13c. Impact – Lloyds Bank Foundation had 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 Blagrave Trust and The Listening Fund contributed towards Policy, Campaigns and Communications team members salaries.

13f. 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.

13g. Capacity development - funding from a three-year grant from Alan and Gill Gray Philanthropy to increase Become's capacity to deliver direct support to young people, build an evidence base, develop an impact measurement approach and invest in future sustainability and from the Fidelity UK Foundation for the role of Director of Operations to support growth and impact.

Purpose of designated funds

The Morris Legacy had been designated by Trustees to fund two new roles to grow the policy and public affairs capacity and build a research & evaluation function over a 2-year period. This has since been undesignated and transferred to free reserves.

14 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	10,429	-	10,429
Investments	250,749	-	250,749
Net current assets	470,591	300,961	771,552
Net assets at 31 March 2023	731,769	300,961	1,032,730

15 Operating lease commitments

The charity had no operating lease commitments during the year.

	Equipment		Property	
	2024 £	2023 £	2024 £	2023 £
Within 1 year	-	173	-	-
Within 2-5 years	-	-	-	-
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	-	173	-	-

The lease for the franking machine was renewed at the end of December 2020, replacing the existing contract from that date; the lease was terminated during 2023/24.

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 Detailed comparatives for the Statement of Financial Activities

		Unrestricted			Total 2023 £
	Notes	General £	Designated £	Restricted £	
Income					
Donations and legacies	2	410,605	-	-	410,605
Income from other trading activities	3	24,675	-	-	24,675
Income from charitable activities	4	332,920	-	632,813	965,733
Income from investments		6,730	-	-	6,730
Total income		774,930	-	632,813	1,407,743
Expenditure					
Costs of raising funds:					
Costs of generating activity income		466,291	-	-	466,291
Expenditure on charitable activities:		461,442	16,729	526,987	1,005,158
Total expenditure	5&8	927,733	16,729	526,987	1,471,449
Net (expenditure)/income before gains and losses on investments		(152,803)	(16,729)	105,826	(63,706)
Net loss on investments	10	(11,878)	-	-	(11,878)
Net (expenditure)/income		(164,681)	(16,729)	105,826	(75,584)
Transfers between funds		54,000	(54,000)	-	-
Net movement in funds		(110,681)	(70,729)	105,826	(75,584)
Reconciliation of funds:					
Fund balances at 1 April 2022	13	293,559	218,189	355,369	867,117
Fund balances at 31 March 2023	13	182,878	147,460	461,195	791,533

Reference and Administrative Details

Charity number	1010518	
Company number	2700693	
Registered office	To 18 June 2024: Become Charity Suite 151 264 Lavender Hill London SW11 1LJ	
	From 19 June 2024: Become Charity 88 Old Street London EC1V 9HU	
Patrons	Liz and Richard Houghton Karen Jankel James Laughland Gill Timmis	
Board of Trustees	Leslie Morphy OBE Hugh Thornbery CBE Marvin Campbell Frances Lang Eliot Lyne Terry Galloway Andy Harris Beth Taswell Rachael Wardell Ony Chima Meera Mistry Phillipa Uden Tom Willets Tim Aldridge	Chair (appointed 13/03/2024) Chair (resigned 20/09/2023) Vice Chair (appointed 13/03/2024) Treasurer (appointed 20/09/2023) Director (resigned as Treasurer 20/09/2023; resigned 19/06/2024) Director Director (Acting Co-Chair 20/09/2023 to 13/03/2024) Director (Acting Co-Chair 20/09/2023 to 13/03/2024; resigned 19/06/2024) Director (resigned 13/03/2024) Director Director (resigned 13/03/2024) Director Director Director (appointed 19/06/2024)
Senior Leadership Team	Katharine Sacks-Jones Cerys Shepherd Chloe Grant Clare Bracey Andrew Lines David Partridge	Chief Executive & Company Secretary Director of Fundraising Director of Services Director of Policy, Campaigns & Communications Director of People (resigned 31/05/2023) Director of Finance & People (appointed 04/09/2023)

Bankers

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Willenhall
WV1 9DG

Triodos Bank
Deanery Road
Bristol
BS1 5AS

Independent Auditors

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