

ANNUAL REPORT

YEAR ENDED 31 MARCH 2025

BECOME

IN CARE.
LEAVING CARE.
WE CARE.



Contents

Message from the Interim Chief Executive and Chair 3

Trustees’ Annual Report for Year Ended 31 March 20254

Strategic Report..... 6

Financial Review 7

Principal Risks and Uncertainties.....11

Plans for the Future 12

Structure, Governance and Management..... 13

Statement of Responsibilities of the Trustees 15

Report of The Independent Auditors to the Members of Become Charity Limited 16

Statement of Financial Activities.....20

Statement of Cash Flows 21

Statement of Financial Position (Balance Sheet) 22

Notes to the Financial Statements..... 23

Reference and Administrative Details..... 34

Message from the Interim Chief Executive and Chair

The care system has been in crisis for too long, but this past year has brought real change. We've seen positive steps forward, although too many children and young people are still being let down daily.

With your support, we've reached more young people than ever, ensuring their voices lead the way. We've provided one-to-one support, created connection opportunities and been there when they've called. But there's still much to do.

The year began with a change of government. We published our manifesto, *Time to Show We Care*, with an open letter from 70 young people calling for change. Our young campaigners took their fight to decision-makers – our *Gone Too Far* campaign group shared their stories of distant moves with the Children's Minister and the Education Select Committee, whilst our *End the Care Cliff* campaigners successfully persuaded newly elected MPs to commit to change. Their voices reached far beyond Westminster as they shared their stories with the media.

These efforts are already paying off. Legislation that will see significant reform for children's social care was introduced and we've secured extra support for care-experienced young people and those facing homelessness with the scrapping of the local connection test, and improvements in access to social housing.

Supporting individuals is just as important a part of our work as reforming systems. Our new *KEYS* pilot programme, and support from our *Care Advice Service*, are helping young people moving into their first home. College and uni can feel impossible for care-experienced young people, but our *Propel into Education* team has made it within reach for 126 future students in the past year.

We launched our *Youth Editorial Board*, with six young people busy shaping and creating content with us, published our first *Equity, Diversity and Inclusion Annual Report*, and strengthened our governance by recruiting new trustees who bring fresh perspectives and expertise to guide our work.

We're grateful for Katharine Sacks-Jones' dedicated service as CEO over the last six years. Our new CEO Anela Anwar will join us on 3 November, ready to continue this vital work.

None of this would be possible without our supporters. We want to thank all the individuals, trusts and foundations, and businesses who have shown young people you care. Together, we'll fix the care system.

Thank you.



Leslie Morphy OBE
Chair of Trustees



Clare Bracey
Interim Chief Executive

Trustees' Annual Report for Year Ended 31 March 2025

The Trustees present their report (which includes the Strategic Report) and the audited financial statements for the year ended 31 March 2025. The reference and administrative information is set out on page 34 of this report.

The aims and objectives of Become

We're the national charity that's here to support every child and young person with experience of the care system.

They tell us what's not working.

Together, we fight to make change happen.

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/en/charity-search/-/charity-details/1010518/governing-document>

Ensuring our work delivers our aims

2024/25 was the final year of our five-year strategy period (2020 – 2025) and we remained focused on delivering across our four strategic aims: supporting children, improving practice, challenging the system and changing attitudes. In May 2025 we launched our new five-year strategy covering the period 2025 – 2030: [Empowering young people, changing care](#). More details can be found in the Plans for the Future section on page 12.

Our purpose and values

Our purpose: **We exist to fight for a better care experience for children and young people.**

We are:

Together: We're inclusive and we look out for each other. We work with young people, with supporters, with partners to bring about change.

Empowering: We empower young people and make sure their voices are at the heart of everything we do.

Determined: We believe care can be so much better and we are determined to make that happen.

Our Priorities

Voice

- Amplifying young people's voices
- Driving positive change within the care system

Support

- Providing services to more children and young people – especially those facing big changes and reaching young people earlier
- Training professionals and others to provide better support

Community

- Helping care-experienced young people connect with each other

Organisational development

- Building a thriving charity

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've had due regard to the guidance issued by the Charity Commission.

Strategic Report

Achievements and performance

Our work with care-experienced young people gives them the support and stability they need to smash their goals, but it's equally important we keep pushing to change the system altogether.

Our [Impact Report for 2024/25](#) shows the very real and measurable impact we've had on the lives of care-experienced young people.

Key highlights from the year include:

Directly reaching 1,858 young people with our support and opportunities:

- 661 young people received support through the Care Advice Service.
- Over 16,000 people used our website for advice and support, with pages viewed over 42,000 times.
- We helped 43 young people get into university and 17 young people moved into training or work opportunities following support from our Propel programmes.
- 90% of young people felt more confident about their situation as a result of the support we offered them.

Training over 1,000 professionals, extending impact to over 17,000 more young people through better-informed practice:

- 98% of professionals who attended training said the things they learned would directly impact their approach to working with care-experienced children and young people.

Supporting 97 young people to speak out, lead change and make sure their experiences influenced the policies that affect their lives.

- Together we helped shape 15 policy changes, positively impacting the lives of tens of thousands of children and young people.
- Our work was raised by MPs and peers 33 times in parliament.
- We achieved 110 national media hits, raising awareness about the care system.

Strengthening our governance by welcoming five new trustees, with 50% of the Board being care-experienced.

We also published our first [Equity, Diversity and Inclusion Annual Report](#).

Our work has resulted in improvements for care-experienced young people, but there's so much more to be done.

Financial Review

Fundraising

We're grateful to the individuals, trusts and foundations, and businesses whose generosity powers our work. Their support enables us to make a lasting difference in the lives of children in care and care-experienced young people.

To all our supporters – thank you. Your dedication and commitment to improving the lives of care-experienced young people and transforming the care system changes lives.

We extend our deepest thanks to all. Here are just a few of the exceptional supporters who enable our work:

The 29 th May 1961 Charitable Trust	Mace
Advent for Change	The Mace Foundation
AKO Foundation	MariaMarina Foundation
Alex Timpson Trust	The Mark Leonard Trust
Allan & Gill Gray Philanthropies	Milton Damerol Trust
The Allan and Nesta Ferguson	The Misses Barrie Charitable Trust
Charitable Settlement	The National Lottery Community Fund
Barnett & Sylvia Shine Charitable Trust No. 2	The Newby Trust
The Barratt Foundation	The Nichol Young Foundation
The Beatrice Laing Trust	Oak Foundation
Become Players	Oso Foundation
Biking for Children in Care	The Patricia Routledge Foundation
Blagrove Trust	Paul Hamlyn Foundation
Chalk Cliff Foundation	Peel Hunt LLP
The Clothworkers' Foundation	Raise your Hands
The Esmée Fairbairn Foundation	Sainsbury's
The Evan Cornish Foundation	Schroder Charity Trust
Fidelity UK Foundation	The Scoloudi Foundation
Headley Trust	Segelman Trust
Ian Mactaggart Trust	Shifting Gears Foundation
James Laughland	St James's Place Charitable Foundation
The John Coates Charitable Trust	The Swire Charitable Trust
The John Lewis Foundation	TLT LLP
John Turner	The Tolkien Trust
The Leathersellers' Foundation	The Will Houghton Foundation
Leeds Building Society	
Lincoln Private Investment Office Foundation	

We also extend heartfelt thanks to those who gave anonymously and warmly remember those who left a gift in their Will.

In 2024/25 we saw a remarkable increase in support for our work. We're hugely thankful to everyone who undertook a challenge, made a donation, or fundraised on our behalf. Your efforts to raise funds and awareness are truly invaluable.

Notable highlights include:

- Biking for Children in Care's 22nd bike ride took place in East Anglia and raised a staggering £60,000*.
- You ran a lot!! Sixty incredible people ran, walked, or jogged the Big Half, raising £22,873*.
- Our loyal #BecomePlayers community of hundreds of creators and gamers raised £3,455*.
- Supporters devised creative and inspiring fundraising ideas, including:
 - Simon, ran 10 marathons in 10 days, raising £5,045*;
 - Freddie, saved up his pocket money and raised an amazing £40 for Become;
 - Oxford University's Class Act and SwiftSoc put on a Taylor Swift night in celebration of National Care Leavers Week.

Our Big Give Christmas Challenge campaign raised an incredible £72,599*. We thank our generous match funders, champions, and everyone who contributed so generously to this appeal.

Our high-value supporters continued to offer vital contributions - donating generously, raising awareness, and giving their time and expertise to support care-experienced young people. In total, more than 60 companies, trusts, foundations, and philanthropists helped make a real difference for children in care and young care leavers this year.

All fundraising activities are led by our small, in-house team. We don't employ professional fundraising agencies for direct response, solicitation, or cultivation.

We take care to ensure that our fundraising communications are respectful and never exert undue pressure to donate. We also take proactive steps to avoid using care-experienced young people in our fundraising materials unless their voices are shared authentically and with their consent. We never sensationalise their experiences.

We securely record donor details and preferences and ensure supporters can update their contact options at any time. We adhere strictly to the standards set by the Fundraising Regulator and comply fully with data protection regulations.

We're proud to report that no complaints were received this year regarding our fundraising practices. We continue to uphold our values of equity, diversity, and inclusion in all fundraising efforts.

**All totals marked with an asterisk include Gift Aid. We are so thankful to everyone who ticked the Gift Aid box – it boosted our income significantly and helped us be there for care-experienced children and young people when they needed us.*

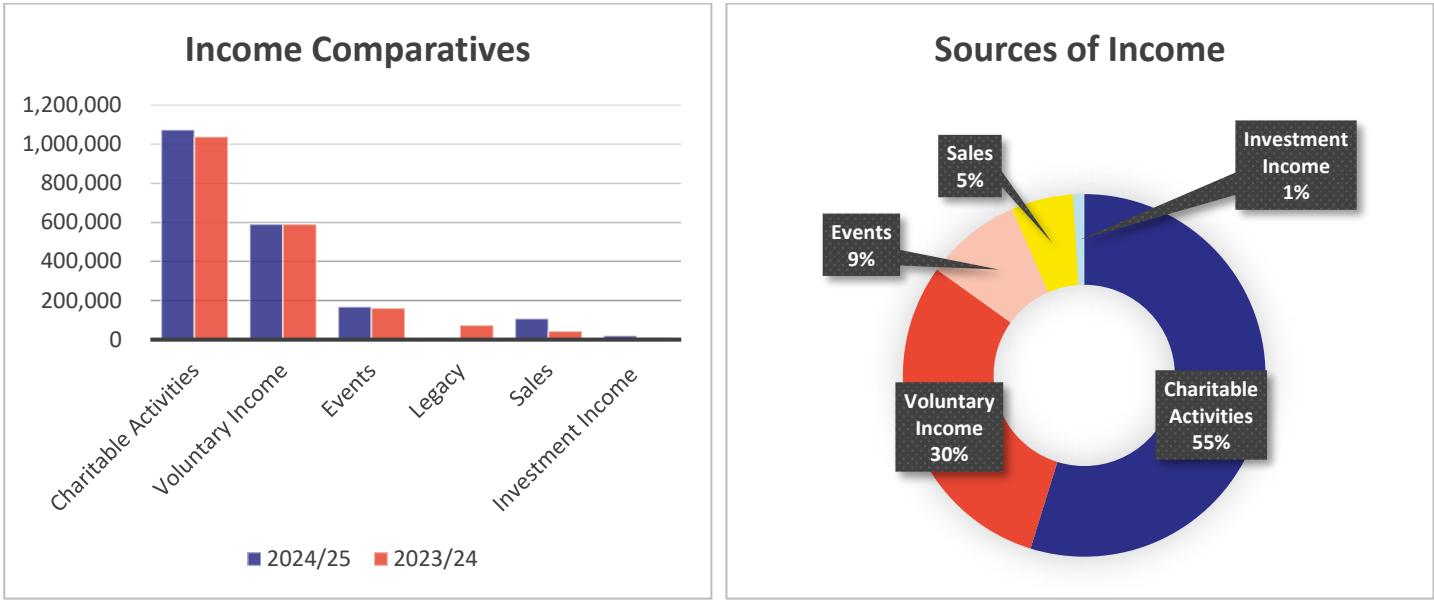
Funding overview

Our principal source of income remained grant funding, which accounted for 55% of our total income in 2024/25 (2023/24: 54%). These are recorded as income from charitable activities. The remaining 45% came from voluntary donations, challenge events, corporate supporters and philanthropic support.

Purposes of restricted funds

Restricted funds are allocated to support specified activities, programmes, and services, particularly in the areas of employment, education, and direct support for children in care and care-experienced young people. The purposes and sources of these funds are outlined in the section on Purposes of restricted funds on page 31.

Income Summary



Overall income in 2024-25 was 2% higher than the previous year, at £1,959,629 compared to £1,916,794 the year before. Total expenditure increased due to demand on services and to reflect organisational growth plans. This was up 8% to £1,849,628 compared to £1,708,840 in the previous year. These figures are pre investment gains/(losses) in the year, a loss of £15,232 this year compared to a gain of £33,243 in the previous year.

In the coming year, we’re committed to strengthening our fundraising efforts so that we can grow income and increase our impact. We will continue to develop our philanthropic and corporate partnerships and invest further in Become Players our community of gamers and streamers who fundraise on our behalf.

Above all, our focus remains on creating lasting change for children in care and care-experienced young people. With the continued generosity of our supporters, we can expand opportunities, provide vital support, and amplify the voices of care-experienced young people.

Restricted funds raised for projects and support totalled £533,051 in 2025 (2024: £548,839). Spending against grants received amounted to £627,718 (2024: £709,073). 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:	2024/25	2023/24	2022/23	2021/22	2020/21
Total charitable work	£1,383,350	£1,278,488	£1,005,158	£971,436	£644,088
Increase/(decrease) on previous year	8.2%	27.2%	3.5%	50.8%	29.2%

Reserves policy

At 31st March 2025, the total reserves of the charity were £1,127,498, of which £206,294 was restricted by funders for specific projects and £921,204 was unrestricted.

The Trustees have decided 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 2025 this represents a target range of between £359,713 and £539,569. 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 2025, the charity carried forward unrestricted free reserves of £912,282 (2024: £721,340), calculated as follows:

Unrestricted reserves	£921,205
Less: Net book value of unrestricted fixed assets (note 9)	(£8,923)
Total Unrestricted free reserves	<u>£912,282</u>

The higher reserve position than originally anticipated was primarily due to the receipt of significant levels of unrestricted grant income late in the year, which had not yet been spent but was allocated for delivery of projects and activities in 2025/26.

While this funding is technically unrestricted and therefore included in free reserves, it's been earmarked internally for planned programme delivery and is not available for general or unplanned use. Our reserve policy remains focused on maintaining a prudent level of free reserves to ensure financial stability and operational resilience, and we anticipate the reserve level will return to within our target range as this funding is utilised over the coming year.

The charity also has a target for total reserves of between 3 and 6 months of total expenditure. At 31st March 2025, the charity carried forward total reserves of £1,127,498, which represented the equivalent of 7 months of the total expenditure of £1,849,628 (see total expenditure on page 20).

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 £4,389 in the year – a return on investment of 1.9%. Although we don't have a specific target for returns on investment, we aim to have a positive return. Due to market uncertainty and volatility the principal value of the investment dropped by 6.1% during the year and Trustees subsequently decided, following the year end, to liquidate this investment and move the funds into safer fixed-interest cash deposits.

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;
- The risk of funders being dissuaded due to the organisation holding cash reserves in the short-term.

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;
- Staff being subject to vicarious trauma, impacting wellbeing and mental health.

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

Our new five-year strategy – **Empowering young people, changing care** – was launched in May 2025 and covers the five year period up to 2030.

It reflects our commitment to every child and young person who has experience of the care system that we'll be there at every critical moment – in care, leaving care, and beyond – with the optimism, compassion, and determination needed to create lasting change.

Our strategy was shaped by care-experienced young people. Through focus groups and surveys, they helped to set our priorities, ensuring our future direction truly reflects their experiences, speaks their language and addresses their actual needs.

We asked them what matters most. And we listened.

For over 30 years, we've supported thousands of care-experienced young people and campaigned to improve the system. Now we must do more. Young people tell us their challenges are increasing – they lack support, face stigma, feel isolated, and aren't heard.

One young person we work with, Georgia, sums it up:

"The care system is broken. Too many of us slip through the cracks of a system that should lift us, but too often lets us fall".

They asked us to be louder, to stand stronger, to help build a sense of community for them. And to keep putting their voices at the heart of our work. So we are.

Our 2025–2030 strategy focuses on three core priorities:

Voice: We'll put care-experienced young people's voices first and fight for the changes they need. Together, we'll push for better policies and keep going until those in power take action.

Support: We'll help more young people sooner with advice, online tools, and youth-designed services. We'll make sure everyone gets what they need to succeed in and after care, while helping professionals improve their support.

Community: We'll build spaces where care-experienced young people can connect and belong. Both online and in person, they'll find friendship, share experiences, and support each other.

Alongside these priorities, we're investing in the future of Become. We're building a charity that reflects our values – together, empowering, determined – and keeps young people at the centre of its decisions, voice, and leadership. We're embedding anti-racism, equity, and a strong learning culture across everything we do.

There are 84,000 children in care in England today. Too many are moved around, far from the people and places that matter. Vital support is stripped away when they leave care, leaving one in three young people homeless within two years. That's not care, and it's not good enough.

Together, we'll fight for a better care experience for children and young people.

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 2025 was 12 (2024: 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 two terms, subject to consideration by the Board in particular circumstances.

New Trustees meet with the Chair, Chief Executive and the Senior Leadership Team as part of an induction process. As the charity works with 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're pleased to have a diverse Board in terms of skills and experience and also diversity around race and age. We're 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 24 September 2025 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 2025 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 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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.



Martin Gurney FCA
Senior Statutory Auditor
For and on behalf of Haines Watts Swindon Limited
Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU

Date: 15/10/2025

Statement of Financial Activities

(Incorporating an Income Statement)

Year ended 31 March 2025

		Unrestricted				
	Note	General	Designated	Restricted	2025 Total	2024 Total
Income from:		£	£	£	£	£
Donations and legacies	2	758,415	-	-	758,415	826,284
Trading activities	3	107,990	-	-	107,990	43,175
Charitable activities	4	540,600	-	533,051	1,073,651	1,037,953
Investments		19,573	-	-	19,573	9,382
Total income		1,426,578	-	533,051	1,959,629	1,916,794
Expenditure on:						
Costs of raising funds		466,278	-	-	466,278	430,352
Charitable activities		755,632	-	627,718	1,383,350	1,278,488
Total expenditure	5&8	1,221,910	-	627,718	1,849,628	1,708,840
Net income/(expenditure) before gains and losses on investments		204,668	-	(94,667)	110,001	207,954
Net (loss)/gain on investments	10	(15,232)	-	-	(15,232)	33,243
Net income/(expenditure)		189,436	-	(94,667)	94,769	241,197
Transfers between Funds	13	-	-	-	-	-
Net movement in funds		189,436	-	(94,667)	94,769	241,197
Reconciliation of funds:						
Fund balance at 1st April 2024	13	731,769	-	300,961	1,032,730	791,533
Fund balance at 31st March 2025	13	921,205	-	206,294	1,127,499	1,032,730

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 2024 comparatives.

Statement of Cash Flows

Year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities:		
Reconciliation of net movement in funds to net cash flow from operating activities		
Net movement in funds (per SoFA)	94,769	241,197
Add depreciation	6,082	7,807
Less purchase of fixed assets	(4,577)	(7,587)
Less interest & dividend income	(19,573)	(9,382)
Add loss/(gain) on revaluation of investments	15,232	(33,243)
(Increase)/decrease in debtors	(3,263)	1,463
Increase/(decrease) in creditors	54,981	(17)
Cash provided by operating activities	143,651	200,238
Cash flows from investing activities		
Income from interest & dividends	19,573	9,382
Cash provided by investing activities	19,573	9,382
Cash flows from financing activities		
	-	-
Increase in cash and cash equivalents in the year (A+B+C)	163,224	209,620
Total cash & cash equivalents brought forward	829,612	619,992
Total cash and cash equivalents carried forward	992,837	829,612

Statement of Financial Position (Balance Sheet)

As at 31 March 2025

	Note	2025 £	2025 £	2024 £
Fixed assets:				
Tangible assets	9	8,923		10,429
Investments	10	235,517		250,749
			244,440	261,178
Current assets:				
Debtors	11	44,605		41,342
Cash at bank and in hand		992,837		829,612
		1,037,442		870,954
Liabilities:				
Creditors: amounts falling due within one year	12	154,383		99,402
Net current assets			883,059	771,552
Total net assets less current liabilities			1,127,499	1,032,730
Net Assets			1,127,499	1,032,730
Funds				
General funds	13		921,205	731,769
Total unrestricted funds	13		921,205	731,769
Restricted funds	13		206,294	300,961
Total funds	13		1,127,499	1,032,730

Approved by the Trustees on 24 September 2025 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 pound (£).

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 £992,838 and net assets of £1,127,499.

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

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

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

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.

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 three years.

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.

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: The types of funds reported on are listed below.

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 £	2025 Total £	2024 Total £
David & Ruth Lewis	60,000	60,000	50,000
The Will Houghton Foundation	25,000	25,000	70,000
Tolkien Trust	-	-	50,000
Oak Foundation	-	-	212,500
Esmée Fairbairn	-	-	75,000
Mace	75,000	75,000	-
Oso Foundation	25,000	25,000	-
Leeds Building Society	36,000	36,000	-
Sainsbury's	10,760	10,760	-
Lincoln Private Investment Office Foundation	12,250	12,250	-
Peel Hunt LLP	13,600	13,600	-
Big Giving	15,000	15,000	-
Orr Mackintosh Foundation	12,500	12,500	-
Events	168,050	168,050	161,950
Legacy	-	-	74,202
Regular Giving and Other Donations	305,255	305,255	132,632
Total	758,415	758,415	826,284

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 £	2025 Total £	2024 Total £
Other Income	4,153	-	4,153	1,711
Consultancy & Training	103,837	-	103,837	41,464
Total	107,990	-	107,990	43,175

4 Incoming resources from charitable activities

Grant income:	Unrestricted £	Restricted £	2025 Total £	2024 Total £
The Mark Leonard Trust	30,000	-	30,000	32,000
Blagrove Trust	-	38,700	38,700	66,470
The Dulverton Trust	-	-	-	35,000
John Coates Trust	-	10,000	10,000	-
Fidelity UK Foundation	-	43,642	43,642	86,238
Evan Cornish	-	10,000	10,000	-
The John Lewis Foundation	-	80,399	80,399	57,523
The Allan and Nesta Ferguson Charitable Foundation	-	-	-	20,000
Oso Foundation	-	-	-	25,000
Headley Trust	-	40,000	40,000	-
The Barratt Foundation	20,000	-	20,000	-
The National Lottery Community Fund	-	115,452	115,452	108,858
The Clothworkers Foundation	-	100,000	100,000	100,000
Tolkien Trust	50,000	-	50,000	50,000
Esmée Fairbairn	76,100	-	76,100	84,364
The Leathersellers' Company Charitable Fund	-	-	-	15,000
Newby Trust Ltd	-	-	-	10,000
MariaMarina Foundation	40,000	-	40,000	-
The Scoloudi Foundation	12,500	-	12,500	-
Swire Charitable Trust	15,000	-	15,000	20,000
AKO Foundation	50,000	-	50,000	25,000
Oak Foundation	187,500	-	187,500	212,500
St James's Place Charitable Foundation	-	-	-	30,000
Other	59,500	94,858	154,358	60,000
	540,600	533,051	1,073,651	1,037,953

5 Net income/expenditure

This is stated after charging the following expenditure:

	2025 £	2024 £
Depreciation & loss on disposal	6,082	7,807
Auditors' remuneration	6,408	4,656
Operating lease rentals: Property	-	3,066
Trustees'/Directors' remuneration (note 7)	-	-

6 Staff costs and numbers

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,194,682	1,071,377
Social security costs	126,349	106,133
Pension contributions (defined contribution scheme)	54,799	47,298
Total direct staff costs	1,375,830	1,224,808
Outsourcing & consultancy fees	49,433	96,211
Total costs	1,425,263	1,321,019

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 £409,794 (2024: £339,087) inclusive of employer's pension contributions of £17,544 (2024: £15,930).

The number employees with emoluments in the range were:

	2025	2024
£60,000 to £69,999	3	2
£70,000 to £79,999	1	1
£80,000 to £89,999	1	1
	5	4

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

	2025	2024
Generating Funds	7	6
Charitable Activities	23	16
Support	3	3
	33	25

7 Trustee Remuneration and Related Party Transactions

No Trustees received remuneration during the year (2024: 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 (2024: none).

8 Total Expenditure

	Cost of generating funds £	Charitable expenditure £	Governance costs £	Support costs £	2025 £	2024 £
Staff costs and freelance consultants (note 6)	317,314	885,218	-	222,731	1,425,263	1,321,019
Related staff & volunteer costs	7,245	57,080	-	50,804	115,129	98,929
Participant travel & related expenses	-	30,366	-	619	30,985	35,948
Materials production, printing and activities	-	-	-	-	-	22,923
General office costs	38,426	48,651	-	116,261	203,338	158,101
Website development	-	2,116	-	296	2,412	17,123
Premises costs	-	36	-	601	637	5,583
Professional, legal and accounting fees	-	20,491	6,408	38,826	65,725	41,407
Trustees' expenses	-	-	-	57	57	-
Depreciation (note 5 & 9)	-	-	-	6,082	6,082	7,807
Expenditure	362,985	1,043,958	6,408	436,277	1,849,628	1,708,840
Allocation of support staff & related costs*	63,825	209,710	-	(273,535)	-	-
Allocation of support costs*	37,973	124,769	-	(162,742)	-	-
Sub-total	464,783	1,378,437	6,408	-	1,849,628	1,708,840
Allocation of governance costs*	1,495	4,913	(6,408)	-	-	-
Total expenditure reallocated	466,278	1,383,350	-	-	1,849,628	1,708,840

* 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 2024	82,750	18,324	101,074
	Additions	4,577	-	4,577
	Disposals	(51,664)	(18,324)	(69,988)
	At 31 March 2025	35,663	-	35,663
Depreciation	At 1 April 2024	72,322	18,324	90,646
	Charge for the year	6,082	-	6,082
	Disposals	(51,664)	(18,324)	(69,988)
	At 31 March 2025	26,740	-	26,740
Net Book Value	At 1 April 2024	10,428	-	10,428
	At 31 March 2025	8,923	-	8,923

10 Investments

	2025 £	2024 £
COIF Charities Global Equity Income Fund		
Value at 1 April	250,749	217,506
Additions/(Disposals) in the year	-	-
Value at 31 March	235,517	250,749
Unrealised gain/(loss)	(15,232)	33,243

11 Debtors

	2025 £	2024 £
Trade debtors	11,594	23,224
Accrued income	2,537	432
Prepayments & accrued income	21,691	17,436
Other debtors	8,783	251
	44,605	41,343

12 Creditors: amounts falling due within one year

	2025 £	2024 £
Subscriptions in advance and deferred income	20,883	12,985
Trade creditors	40,195	11,085
Taxation & social security	52,130	40,282
Accruals	41,175	35,050
	154,383	99,402

13 Movements in funds

The difference between incoming and outgoing resources is £94,769. This table breaks down the movement in funds.

	At start of year	Incoming resources	Outgoing resources	Funds transfer	At end of year
a. Supporting Young People into Education and Employment	45,167	60,399	(105,566)	-	-
b. Care Advice Service	95,742	260,560	(264,836)	-	91,466
c. Impact and Operations Oversight	680	-	-	-	680
d. Personal Advisors' Training	77,524	100,000	(102,524)	-	75,000
e. Policy & Participation	16,262	47,700	(58,129)	-	5,833
f. Coaching and 1:1 Support	-	11,000	(10,417)	-	583
g. Capacity Development	65,586	53,392	(86,246)	-	32,732
Total Restricted funds	300,961	533,051	(627,718)		206,294
General Funds	731,769	1,426,578	(1,237,142)	-	921,205
Designated Funds	-	-	-	-	-
Total Funds	1,032,730	1,959,629	(1,864,860)	-	1,127,499

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:

Supporting Young People into Education and Employment

Funded by the AKO Foundation, Allan & Nesta Ferguson Charitable Trust, the John Lewis Foundation, The Leathersellers' Company and the Mace Foundation, our Propel programmes aim to widen access to employment and further education for young people leaving care.

Care Advice Service/Coaching and 1:1 Support

Grants from The 29th May 1961 Charitable Trust, The Beatrice Laing Trust, The Headley Trust, John Lewis Building Happier Futures Fund, The Misses Barrie Charitable Trust, The National Lottery Community Fund, Newby Trust, The Shifting Gears Foundation, and St James's Place Charitable Foundation support a comprehensive Care Advice Service for young people.

Impact and Operations Oversight/Capacity Development

The Fidelity Foundation and The Paul Hamlyn Foundation have supported critical operational roles that ensure the effectiveness and sustainability of Become. The Mark Leonard Trust supported our rebrand.

Personal Advisors' Training

The Clothworkers' Foundation funds a training programme to enhance the skills and expertise of Personal Advisors (PAs) who support young people transitioning out of care.

Policy and Participation

The Blgrave Trust and the Evan Cornish Foundation contribute to the work of the Policy, Campaigns, and Communications team, advancing young people's voices and influencing systemic change.

14 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	8,923	-	8,923
Investments	235,517	-	235,517
Net current assets	676,765	206,294	883,059
Net assets at 31 March 2025	921,205	206,294	1,127,499

15 Operating lease commitments

The charity had no operating lease commitments during the year or in the prior year.

	Equipment		Property	
	2025 £	2024 £	2025 £	2024 £
Within 1 year	-	-	-	-
Within 2-5 years	-	-	-	-
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	-	-	-	-

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

	Notes	Unrestricted General £	Designated £	Restricted £	Total 2024 £
Income					
Donations and legacies	2	826,284	-	-	826,284
Income from other trading activities	3	43,175	-	-	43,175
Income from charitable activities	4	489,114	-	548,839	1,037,953
Income from investments		9,382	-	-	9,382
Total income		1,367,955	-	548,839	1,916,794
Expenditure					
Costs of raising funds:					
Costs of generating activity income		430,351	-	-	430,352
Expenditure on charitable activities:		569,415	-	709,073	1,278,488
Total expenditure	5 & 8	999,767	-	709,073	1,708,840
Net income/(expenditure) before gains and losses on investments		368,188	-	(160,234)	207,954
Net loss on investments	10	33,243	-	-	33,243
Net income/(expenditure)		401,431	-	(160,234)	241,197
Transfers between funds		147,460	(147,460)	-	-
Net movement in funds		548,891	(147,460)	(160,234)	241,197
Reconciliation of funds:					
Fund balances at 1 April 2023	13	182,878	147,460	461,195	791,533
Fund balances at 31 March 2024	13	731,769	-	300,961	1,032,730

Reference and Administrative Details

Charity number	1010518	
Company number	2700693	
Registered office	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 Marvin Campbell Frances Lang Terry Galloway Andy Harris Ony Chima Phillipa Uden Tom Willets Tim Aldridge Amanda Gethin Elisa Jenkins Kelly Railton Alice Roche Thomas Turcan	Chair Vice Chair Treasurer Director (resigned 19/11/2024) Director (resigned 11/03/2025) Director Director Director Director Director (appointed 11/03/2025) Director (appointed 11/03/2025) Director (appointed 11/03/2025) Director (appointed 11/03/2025) Director (appointed 11/03/2025)
Senior Leadership Team	Katharine Sacks-Jones Cerys Shepherd Chloe Grant Clare Bracey David Partridge	Chief Executive (resigned 03/08/2025); Company Secretary (resigned 19/06/2024) Director of Fundraising Director of Services Director of Policy, Campaigns & Communications; Interim Chief Executive (appointed 28/07/2025) Director of Finance & People; Company Secretary (appointed 19/06/2024)

Bankers

Unity Trust plc
PO Box 7193
Planetary Road
Willenhall
WV1 9DG

Triodos Bank
Deanery Road
Bristol
BS1 5AS

**Independent
Auditors**

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

We're the national charity that's here to support every child and young person with experience of the care system.

They tell us what's not working.

Together, we fight to make change happen.



hello@becomecharity.org.uk

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BECOME