



BECOME.

THE CHARITY FOR CHILDREN IN CARE
AND YOUNG CARE LEAVERS

Impact Report 2019/2020

15 - 18 White Lion Street
London, N1 9PG

Registered charity no:
1010518



Welcome

to our

2019/2020

Impact Report



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Letter from the Chair and Chief Executive

The last twelve months have seen us evolve our charity's direction. We have appointed Katharine as CEO, hired a larger team to reflect our growing ambitions and increased our service offer to support more young people.

For children in care and young care leavers the global pandemic has had a devastating impact. Young care-experienced people are facing increased isolation, mental health problems, hardship and homelessness. Not only are they struggling now but they are particularly at risk as the UK faces economic uncertainty in the future.

Throughout the turmoil and before it, we have been proud to support over five hundred young people with our services including calls to our Care Advice Service – staffed by the knowledgeable and empathetic Become team who listen to, advocate for and sometimes just be there for young people. We've helped even more young people with one-to-one and group coaching sessions and our fantastic Young People's Advisory group has continued to operate despite the pandemic to meaningfully feed into organisational decisions, plans and strategies so that young people's voices and experiences are at our heart.

Of course, none of this would be possible without the individuals, trusts and foundations who give so generously to Become. In 2019/20 we were honoured to receive £507,768 from trusts and foundations including Mark Leonard Trust, Esmée Fairburn Foundation, Lloyds Bank Foundation, and Clothworkers' Foundation. Our brilliant cycling

Welcome

Throughout the turmoil
and before it, we have
been proud to support
over five hundred young
people with our services

Fundraisers once more took to the roads for the annual Biking for Children in Care event, raising a staggering £63,000. Our thanks to everyone who committed to donating every month, gave to our Christmas Appeal and – more recently – stepped up to help support care-experienced young people get through the lockdown with our Coronavirus Emergency Appeal.

This year has also seen increased political interest in the issues that young people tell us affect their childhoods and their futures. Questions have been raised about whether the care system is fit for purpose, what support there is for those leaving care and at what age a young person really can be expected to become independent. There is also a renewed focus on what support is in place to ensure that children and young people in the care of the state experience the love, stability and security that their peers do. Our job now is to use our profile, platform and insight to ensure that all of this generates positive and meaningful action.

In order to achieve more, we will further embrace digital innovations to support more young people in the coming year, including the most disadvantaged among them. We must ensure their voices are heard by those making decisions and we will work to empower and inspire young care-experienced people to be campaigners.

Our support, expertise and advocacy has never been more necessary – and the voices and experiences of children in care and care leavers will continue to be at the heart of everything we do.

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



Hugh Thornbery
Chair of Trustees



Katharine Sacks-Jones
Chief Executive

Introduction from the Young People's Advisory Group

Welcome to the Advisory Group

We are the Become Advisory Group – a team of young adults whose expertise comes from our lived experiences. We are the adults who remember feeling isolated at school and worried about telling our friends we were in care. So we are pleased to provide our insight to help Become and other organisations in the care sector.

This year we have put our insight into planning a school assembly pack for teachers to use to help their pupils understand what being in care means. This can be so helpful to reducing the stigma that children in care face or fear facing at school – both from their classmates and from their teachers.

The assembly pack was a great project that challenged our own thinking across the group which has diverse experiences too. That ensures we are actively thinking on behalf of others as well as ourselves and that is what we hope to inspire in

everyone. It has taken a lot of dedication and hard work, listening to everyone's feedback and using this to improve the pack as we went along. It has been a really empowering project which at times has required quite a lot of emotional investment, and we have been proud to be part of it.

Being a member of the Advisory Group isn't without its challenges – sometimes it's difficult to keep up-to-date with so much going on and we have to juggle our responsibilities with work and study too. As with anyone who isn't a full-time staff member, we can't always be as involved as we want to be through each process but it is vital that across the group we keep pushing our boundaries.

As a group, we feel we're having a structural impact within Become – which is listening to our feedback, changing the way people make decisions and just keeping everything grounded in who the charity is focused on. We've recently moved to working more frequently online through WhatsApp and Zoom – everyone has adapted so well and being able to stick together and keep in touch has been





a real positive for all of us. Through the Advisory Group, we've been able to look outside ourselves and learn about how different and individual each person's care experience is – and why it's important to recognise this and hear from as many care-experienced people as possible. We've all made some amazing friends and have been able to share ideas and plan meet-ups outside of the formal group structure too.

2019-20 has also been a really exciting year for us and our work with Become as we have stepped up our engagement in new ways that include:

- Developing ideas for better training for Personal Advisors
- Interviewing for new staff and Trustees at Become, including the Chief Executive
- Advising Ofsted on how they can improve their inspections
- Working with Mind on their mental health support for care-experienced young people
- Supporting media opportunities which help to change public perceptions of children in care



Working together with Become for the past two years has been a great experience. Allowing young people with lived experience to advise on the care of looked-after children and care leavers is the way to go!

George, Advisory Group member



For the future, we're really excited about welcoming new Advisory Group members and passing the torch to other young people who can contribute their own experiences and knowledge. We're excited to mould and adapt our role to something new. It will also be great to help work on extending Become's size and reach – because more people need to know about Become across the entire country, to help create affinity and build a community of care-experienced young people.

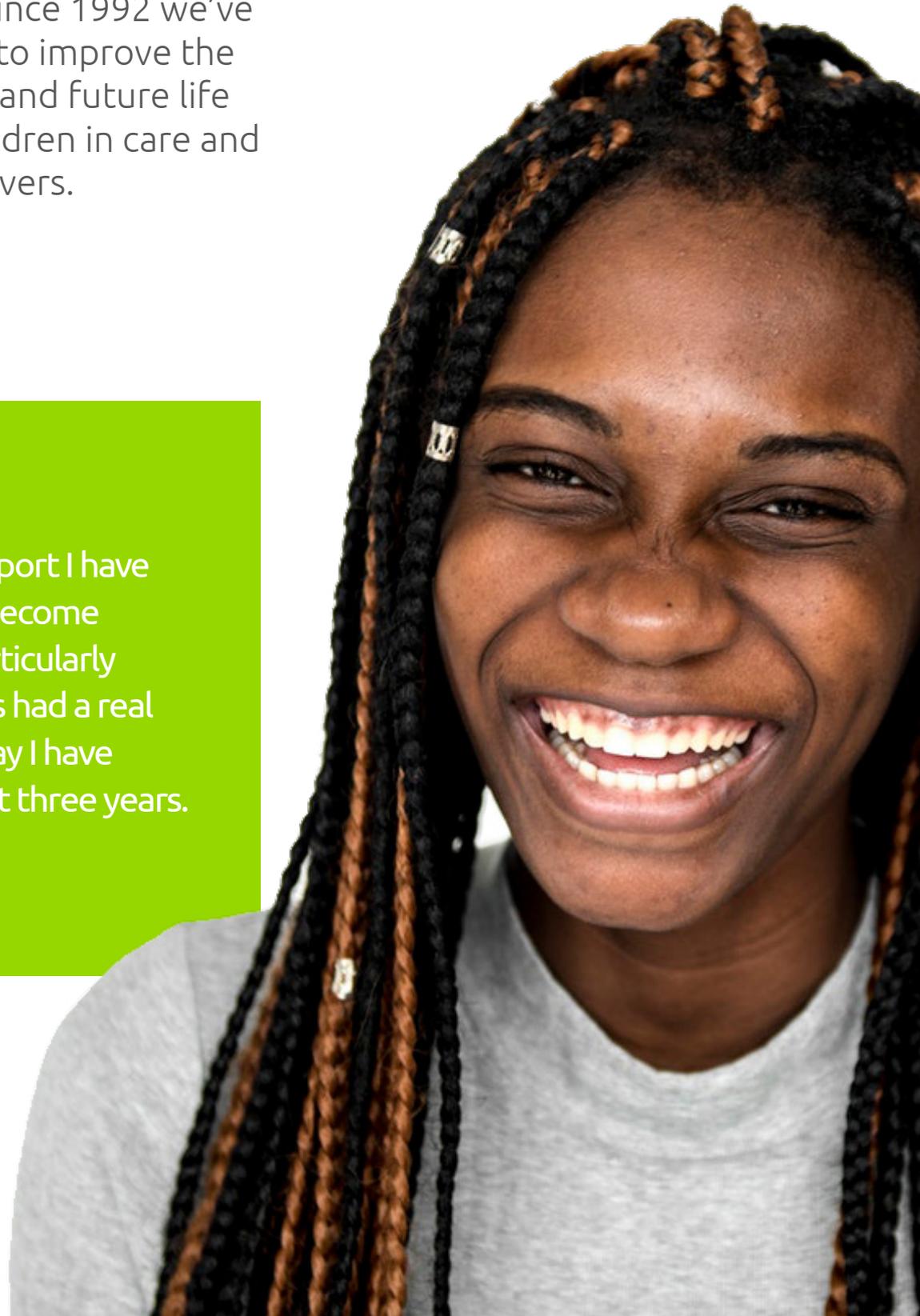
About Become

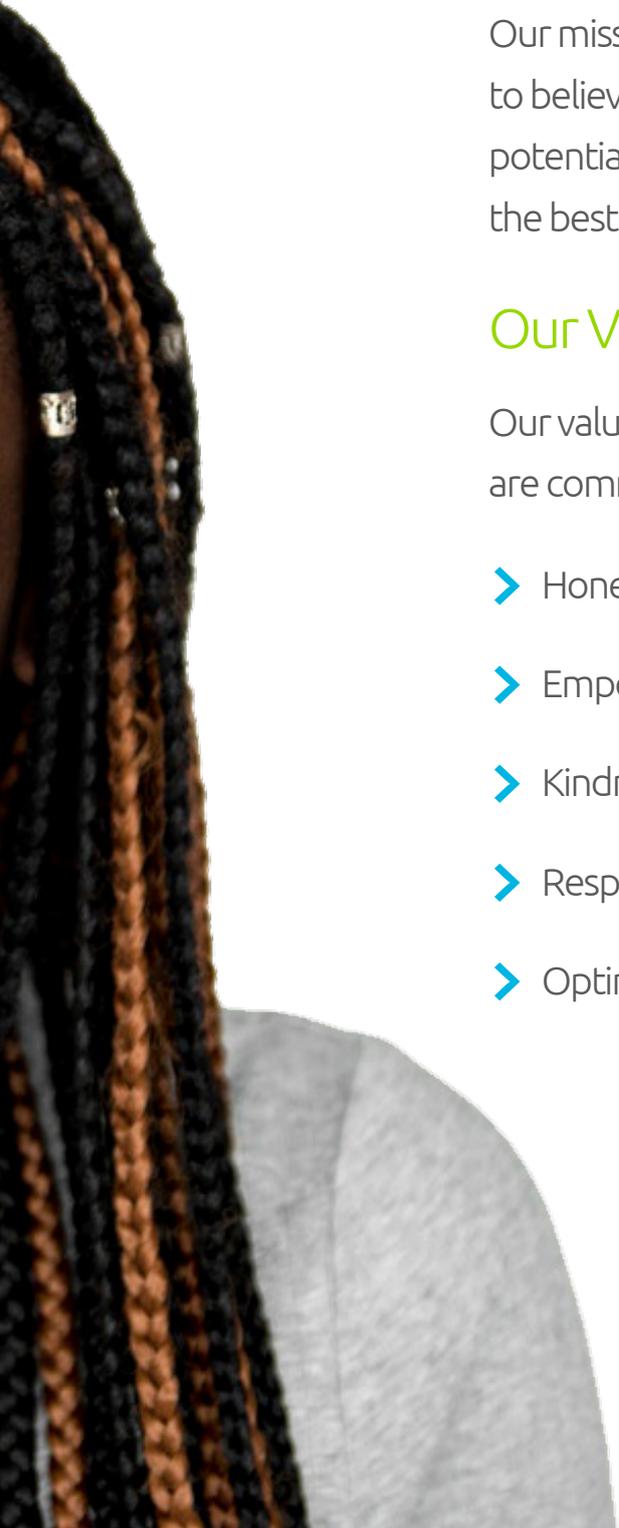
Become is here to make a difference to individual lives right now, and the care system as a whole, for future generations. Since 1992 we've been working to improve the everyday lives and future life chances of children in care and young care leavers.



The level of support I have received from Become in all senses, particularly emotionally, has had a real impact in the way I have grown in the last three years.

Elena, 19





Our Vision

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

Our Mission

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.

Our Values

Our values underpin every decision and action we take. We are committed to living these five everyday values:

- Honesty
- Empowerment
- Kindness
- Respect
- Optimism

Our year and impact

While we may feel deep down that we are making a difference, we know that it is the people we aim to help who can tell us whether we are doing things right or wrong.

Our universal impact question – introduced in August 2019 – is directed to all children and young adults we work with. At the end of any and all sessions, our practitioners ask a simple question:

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

We are proud that even dealing with people facing some of the greatest challenges life can throw at them, 87% came away from interaction with us feeling positive. That is a great achievement and we hope to help even more in future too.



(Impact info from August 2019 - March 2020)



With Become it doesn't feel scary. Become always listens and that doesn't always happen in the care system.

342



Professionals accessed training or support from Become

on subjects like the rights and entitlements for children in care and care leavers, and empowering young people in care.



“This is the first time I have met other care leavers and I'm 25.”

“Thank you for listening to me, I have never felt able to talk to people about this. I feel the bravest I've ever felt in my life. Thank you for listening, it means a lot.”



“I want to say thank you... You have helped me out so much, I've never really felt supported until now. I appreciate all the advice you've given. Thank you.”

From a Care Leaver who attended a workshop on rights and entitlements delivered at their supported housing accommodation.

"I don't normally come to groups but I'm glad I came to this one, it was helpful."



"I left last session feeling really empowered, now I really reflect and am aware of the things that hold me back. I am able to make a change to how to approach things."



We helped a young person to access his setting up home allowance after being released from prison. "I appreciate how quickly you got it done, you've helped me a lot."



557

Children and young people helped through Become's direct service

including our Care Advice Service, tailored 1:1 support and coaching, group workshops and drop-in sessions.

475

Enquiries to our Care Advice Line

Our free helpline for care-experienced children, young people and professionals provided advice, advocacy and support to 475 callers this year, offering vital information and help around rights and entitlements, housing and education.

Following a 1:1 session with a Care Leaver in which we discussed their housing situation and disappointment at the local authority's lack of support. "I feel like a weight has been lifted. That's the first time I've said all that and it feels good."



Care Leaver who we helped by getting her holiday time accommodation paid by the local authority after a long delay. "Thank you so much. Without your help, I don't think they would have released the payments. I think it shook them up a bit."



Our services

Helping more young people

Become set out on a path this year to expand the vital services it provides for young people in and leaving care. Our services including our Care Advice Service, tailored 1:1 support and coaching, group workshops and drop-in sessions, have been a vital lifeline, reaching 557 young people this year.

We launched a regular Link-Up group bringing young people together to meet one another, build a community, learn from and support each other. This included themed Link-Ups such as a Christmas dinner and Valentine's celebration. We intend to continue these events which create an inclusive space for young people to come together, share experiences and make friends.

We also launched a series of new workshops for young people on topics including 'managing emotions', 'setting meaningful goals', 'relationships and communication' and 'rights and entitlements'. These workshops have been delivered in a range of community settings, including children's homes and children in care councils.



While our Link-Up sessions, coaching and group work have had to move online during the crisis, that has not stopped us developing and delivering for young people.

Of course it isn't only young people in and leaving care that our services reach. We are pleased that this year 342 professionals accessed our training or support on subjects like 'rights and entitlements for children in care and care leavers' and 'empowering young people in care'. We also delivered bespoke training to Kent County Council on preventing homelessness, and to the charity, Pause, on working with care-experienced young women who have had children removed from their care.





We believe that
everyone has
the potential and
resources within
them to thrive

We are developing a training programme to improve the practice of Personal Advisors, working in partnership with young people, Personal Advisors, researchers and sector professionals to gain insight into how practice can be improved.

In future years we will expand our training and consultancy work (including delivering our new Personal Advisors training programme) to reach increasing numbers of professionals and ultimately to improve the support available to young people.

We also plan to develop our impact measurement tools to capture better data to continue to drive improvements in our services. And we will continue to develop our current service offer to include more digital delivery with the aim of reaching a wider and more diverse audience of young people in and leaving care.

Young people's participation

Quotes on highlights of the year

"Deciding on the values for the strategy was a nice group piece of work" – Leanne

"I really enjoyed speaking at the conference with Katharine" – Zahra

"The assembly plan was when we worked the best. We really got into it and challenged each other's thinking" – Leanne

"I liked getting involved in the media stuff – being a part of articles and telling your story" – Luke

"The Care-Experienced Conference was amazing – it was such a good day" – Zahra

"We had really good involvement and a sense of unity in a lot of our tasks" – Leanne



It was such a great session and we really value their expertise – so many helpful and thoughtful ideas and suggestions!

University of Sussex

Young people's voices

We work with, not just for, care-experienced young people to deliver real changes to policy and practice in the care system.

The Advisory Group plays a vital role in this work. As a small group of care-experienced young adults, they bring their valuable knowledge and expertise to support Become and other organisations. In addition, at the All-Party Parliamentary Group for Looked After Children and Care Leavers, we surveyed and heard from over 30 care leavers in person about their experiences with Personal Advisors and how they want to see the leaving care service improved. From this initial exploratory meeting, a number of care-experienced young people contributed from the very beginning of our ongoing project to design and deliver a new training model for Personal Advisors.

The Advisory Group helped to develop our draft strategy for 2020-25, offering critical feedback on our organisational values and description so that it could be better understood and recognised by young people. It then set out important asks to include within our manifesto which was sent to the



Please extend our thanks to Trey who was excellent and provided some thought provoking content that made a big impact on our managers.

Action for Children

leading parties in the run up to the 2019 general election, and challenged our language on things like supporting young parents, understanding identity, keeping in touch with brothers and sisters and support for pursuing different types of education and employment after age 18.

The Advisory Group has now advised Ofsted on its research work to support better matching in foster care and use of suitable accommodation for young people leaving care. As a result of this work, Ofsted are now investing further to learn how to listen to young people effectively and we are continuing to support with this.

Making sure young people are heard is also about making sure professionals and other adults use the right language which reflects the realities of young people's lives. So the Advisory Group provided input on the Family Rights Group's Lifelong Links project to support the involvement of trusted family and friends in supporting children. They raised questions about the use of the word 'love' within their questionnaires for young people and suggested new language choices instead. These were then implemented by the Family Rights Group in their recommendations.

“

I felt like I had an important role and Katharine wanted me to be included in delivering the conference because of my lived experience as a care leaver and that is something I appreciate lots.

Zahra, Advisory Group member

Members of the Advisory Group and other young people who access Become's services have joined interview panels and assessments for staff and Trustee positions. This has been vitally important in making sure appointments are made in the best interests of those we're supporting. It has also encouraged the sharing of power and control over decisions, something which isn't always comfortable but is essential and has worked well.



Young people's skills

Participation work focusses on bringing care-experienced young people together to meet others in safe and comfortable ways, building social relationships through shared understanding and experience, and supporting participants to develop new skills and knowledge that will be of use beyond their involvement with Become.

To this aim, we have provided skills training around policy and campaigning and the process of interviewing. We have involved young people in research work and given them the experience of advising academic groups and Ofsted.

A particular highlight was introducing the Speakers Trust to an Advisory Group meeting to deliver communication skills and public speaking training. While some members of the group were already comfortable with the skills and activities involved, others were far less confident and unsure of their ability to communicate in front of an audience. It was remarkable how enthusiastic and willing the group were to step outside of their comfort zones during this session and we felt humbled that they felt safe enough and supported to be vulnerable in front of us and their peers.



Skills demonstrated and developed during our participation work:

- ✓ Emotional intelligence, active listening and interpersonal skills to help establish consensus and work with other care-experienced young people
- ✓ Spoken and written communication skills to articulate viewpoints clearly as part of a group and with unfamiliar audiences
- ✓ Persuasion and conflict resolution skills to constructively challenge viewpoints some don't agree with and reach agreement
- ✓ Analysis, critical thinking and problem-solving skills to analyse new information quickly, synthesise key points and make recommendations
- ✓ Teamwork and negotiation skills to work together with others when producing creative outputs
- ✓ Time management and handling a long-term commitment – juggling the demands of the Advisory Group with other work and study commitments
- ✓ A deep knowledge of young people's issues, using individual lived experiences to inform contributions



I've learned that my care experience is very different to others. I've developed my skills in recognising the variety of care experiences and looking outside of myself, and remembering this in my role on the Advisory Group.

Alice, Advisory Group member



Ultimately, we want the experiences and knowledge of young people to be put at the heart of the care system. The insights of the young people we work with will continue to inform our policy development as we seek concrete, demonstrable change in the treatment of young people in and leaving care.

The meeting with the Speakers Trust set a positive tone for future meetings and gave everyone something to be proud of, which carried through into other plans and discussions. Many members have taken the new skills developed through this session into other opportunities elsewhere in their work or studies.

This process will benefit the young people involved too, as they build up their experience of working with an organisation like ours and recognise for themselves the value they bring. As more young people learn to use their experiences and insight, they can develop new transferable skills and knowledge as part of a supportive community of care-experienced young people.

Coaching & tailored 1:1 support now covers:



Goal setting



Building confidence & self-esteem



Decision-making



Organisation and time management



Budgeting and managing finances



Support to get back into education



Managing personal relationships



Building support networks

Policy, public affairs and communications

Representing young people

In November 2019 we published *A system that cares*, our manifesto setting out what we and the young people we work with think must change across the care system. This was sent to ministers and personnel in charge of writing party manifestos for the General Election and we are pleased to report that both the Conservatives and Labour Party committed in their manifestos to a review of the care system, one of the main things we were calling for.

We are now working to make this a reality and to ensure the right changes result from it. So in February we led the submission of an open letter from 27 organisations to the Secretary of State for Education calling for this commitment to be acted on with urgency, and outlining what a meaningful review of the care system should look like.

Become has also applied pressure to government over the use of unregulated accommodation for young people in care. This accommodation can leave significant gaps in support for young people. In May 2019 this was brought into sharp focus by a Newsnight investigation and our calls for an extensive review have since been heeded.

In February 2020, the Department for Education launched a consultation on the use of unregulated semi-independent and independent settings for 16 and 17-year-olds. These settings are not registered children's homes and therefore do not provide care. Become took this opportunity to support the #KeepCaringTo18 campaign, which seeks to guarantee care for **every child** in care and we continue to push for this change. We then produced a young person's version of the consultation and following our requests, the DfE subsequently extended the deadline to accommodate more evidence.

Of course, while our work to secure long-term change continues, this has also been a highly unusual year. Our *advice for care-experienced young people on the COVID-19 pandemic* has received excellent feedback, along with our tips for young people to stay calm and connected through the pandemic – which were informed by our Advisory Group.



The project... has really shown our young people that their voices can be, and should always be listened to, and has empowered them to create real changes that affect not just them but all young people in foster care.

Affinity Fostering



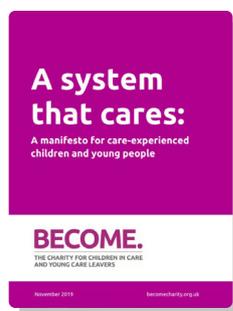


At the end of March we also started working with four other organisations to understand what challenges students without family support face at university through the crisis, to inform Government and universities' response to those in need.

In achieving much of what we have, we must thank the young people who work with us. Their voices are both insightful and powerful and we have sought to ensure their views reach more people. So when submitting evidence to the Education Committee's inquiry into the children's social care workforce, we focused our evidence on the experiences we had heard from young people themselves.

In a similar vein, as we have sought to ensure that issues such as unregulated accommodation or

moving people miles from their local area due to accommodation shortages get the media attention they deserve, we have featured the experiences of our Advisory Group members in a range of national, local and sector media pieces.



Conservative Party Manifesto Pledge to:

“review the care system to make sure that all care placements and settings are providing children and young adults with the support they need”.

82,422 Unique Views of our Website

Most Accessed Content:

-  **1** Care Factsheets
- 2** Facts about the Care System
- 3** Being a Care Leaver



Fundraising

Being in our corner

Everything we do at Become is thanks to the wonderful people and organisations who support us. The young people we help are facing unprecedented challenges right now and we couldn't be more grateful to have you in our corner.

Our famous 'Biking for Children in Care' challenge brought together more than 50 riders this year, led by Gill Timmis and Aileen Hampson. They cycled a remarkable 200 miles from Caen to Versailles and raised a record-breaking £63,000. That wasn't the only feat of physical endurance by supporters this year. Five runners took on the Vitality Big Half marathon for Become, raising nearly £2,500. We are keenly aware that such events have been halted during the pandemic but rest assured we aim to have even bigger teams when events like the Vitality Big Half Marathon and Great North Run return.

Become is also very fortunate to have some wonderful institutions supporting us. This year the Esmée Fairbairn Foundation pledged three years of unrestricted core funding in support of our work to change the care system for the better. We have also benefitted from the Clothworkers' Foundation providing support to pilot a five year training programme for Personal Advisors. We are pleased to have secured funding from Lloyds Bank Foundation to invest in an impact database and help develop an impact culture. Nurturing new and long-standing relationships with grant-making institutions is a key part of our fundraising strategy and it's thanks to the long-standing support of funders like the Mark Leonard Trust that we can develop ambitious plans for the future.

With the pandemic still underway the risks associated with it are never far from the team's minds as we diversify our income. We now have more than one hundred people signed up to donate a regular gift of up to £100 and we are investing in our online fundraising capacity and exploring new fundraising streams to ensure we have the diverse backing that this year's global crisis makes clear is so vital.





“Another great ride.
Great organisation, great company,
thoroughly enjoyable!”

“

I was doing my mental health block in medical school and I was shocked by the statistics regarding mental health in Looked After Children. My little brother is currently in care and these results really impacted me. These children were dealt bad hands in life through no fault of their own and yet they could suffer so much – things that may affect them way into the rest of their lives. I wanted to support Become in what they are doing to ensure a brighter, safer, more secure and loving future for this vulnerable group of children. I have faith that they would grow up to be amazing humans but that needs the help of many people along the way.

Joanna Cac, fundraising runner



Thanks

We wouldn't be able to do what we do without you

Thanks to every individual who raised funds for Become, who supported our policy influencing work and calls for a comprehensive review of the care system, and who gave time or expertise so generously to us. Thanks also to the trusts and grant-making organisations who have enabled us to expand our ambitions and do more to help young care-experienced people over the last year. It is only with your generosity, interest and support that we're able to make the difference that we do.

We are particularly grateful to our excellent Young People's Advisory Group and all of the young people that Become works with who in sharing their experiences, expertise and aspirations help us to demand a system which works better for young people.

We also pay tribute to our brilliant staff team, who work tirelessly to improve the lives of care-experienced young people, and our Board of Trustees, whose determination and focus on how best to challenge the system and make sure the voices of care-experienced young people are heard ensure Become is constantly asking itself 'could we do more?'

Our deep thanks go to Gavin Pearson and Kayleigh Foster for their pro-bono support in producing this Impact Report.



Thank you for being so kind. I think coming along to Become that day for the first time was one of the best things I ever did.

Young care leaver

What's next?

Our strategy

Our new five-year strategy was launched in 2019, informed by decades of listening to children in care and to adults who were in care.

We listen and learn in many ways: through talking to the children and young people we work with and the care-experienced people who advise us; through our Care Advice Line and our services; through our research; and through running the APPG for Children in Care and Care Leavers.

We have a deep understanding of what it means to experience serious adversity in childhood, to be in care and to live your life after it – and of how care needs to change to give children the best chance of leading happy, successful lives.

Our four aims

Aim 1: Supporting Children

We will help young people believe in themselves and to shape the future that they want.

Aim 2: Supporting Practice

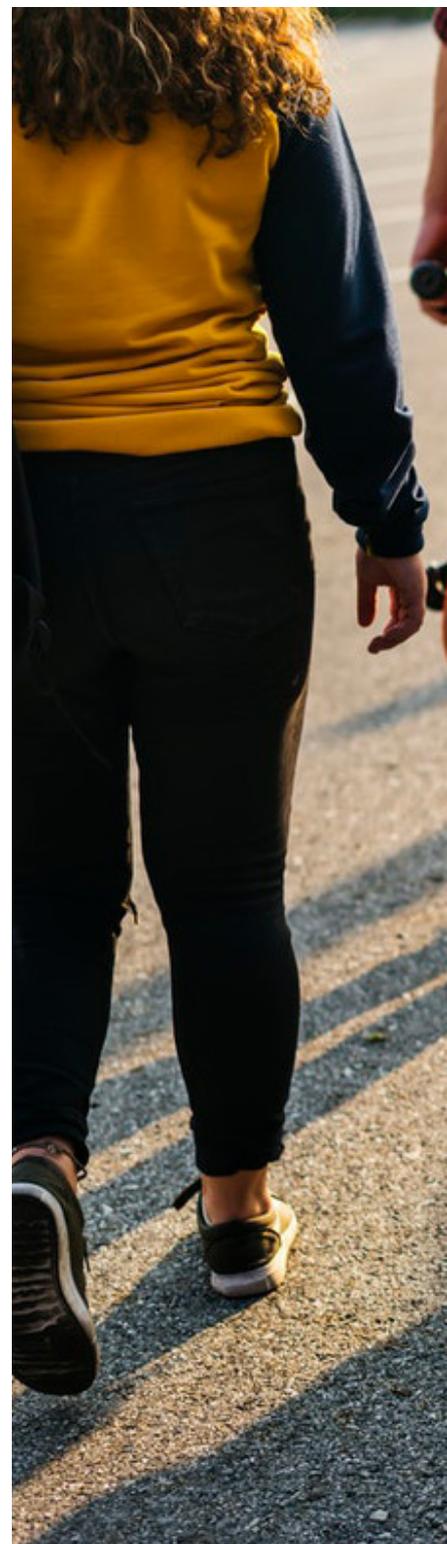
We will help develop the practice of people who support care-experienced young people so that they are able to offer their best care.

Aim 3: Challenging the System

We'll ensure that care-experienced young people are heard and their rights upheld. We'll hold people and organisations in the care system to account.

Aim 4: Changing Attitudes

We will improve society's understanding and empathy with care-experienced people.





BECOME.

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

Become Charity

**Trustees' Annual Report
and Financial Statements**

for the Year Ended 31 March 2020

Company no. 2700693

Charity no. 1010518

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**BECOME CHARITY
WORKING NAME: BECOME**

**COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2020**

Message from the Chief Executive and Chair

This has been a year of change for Become – some exciting and representing an evolution for our charity’s direction, such as the appointment of Katharine as Chief Executive, the growth of the staff team to reflect our growing ambitions and our increased service offer to support more young people. Some changes have undoubtedly been more challenging, and less predictable – with the onset of a global pandemic, its devastating impact on children in care and care leavers in particular and its implications for the UK economy, and subsequently charity sector. But, throughout, our commitment to being there for care experienced children and young people, has not wavered and we approach the future optimistic about the impact we can have and the changes we can bring about to transform the outcomes and opportunities for children in care and young care leavers.

It’s been a year in which we are proud to have supported more than 500 young people with our services, including our Care Advice Service– staffed by knowledgeable and empathetic Become staff who are able to listen to, advocate for and be there for young people, whether they’re calling to ask about their rights and entitlements, suffering from poor mental health or simply have no-one else to turn to. We’ve helped young people with one-to-one and group coaching sessions and our fantastic Young People’s Advisory group has meaningfully been part of decisions, plans and strategies developed at an organisational level to ensure young people’s voices and experiences are at their heart.

Of course, none of this would be possible without the individuals, trusts and foundations who give so generously to Become. In 2019/20 we were honoured to receive support from trusts and foundations, individual donors and our brilliant cycling fundraisers who once more took to the roads for the annual Cycling for Children in Care event. We launched a Christmas Appeal and then an Emergency Appeal within days of the COVID-19 lockdown, which engaged generous donors, 45% of whom had previously not had any involvement with Become.

This year has also seen increased political interest in the issues that young people tell us affect their childhoods and their futures – whether the care system is fit for purpose, what support there is for those leaving care, at what age a young person really can be expected to become independent and what support is in place to ensure that children and young people in the care of the state experience the love, stability and security that their peers do. We helped secure a manifesto promise from the Conservative party to deliver a wholesale review into the care system; media coverage of unregulated accommodation led to the Department for Education consulting on potential changes to limit its use; and we’ve seen the establishment of a cross-departmental Care Leaver’s Ministerial Board. The job now is to use our profile, platform and insight to ensure that positive and meaningful actions follow these promises and this interest.

For many children in care and young care leavers, the current crisis has had a devastating impact – as we emerge into an uncertain and different world, much needs to change and more urgently than ever. Young care-experienced people are facing increased isolation, mental health problems, hardship and homelessness. Not only are they struggling now but they are particularly at risk as we face economic uncertainty in the future. We know that we will need to be there for more young people over the coming months and years. We have to continue to be determined and ambitious about rising to that challenge and optimistic that change is possible and that we can bring it about. In order to do this, we will embrace digital innovation

BECOME CHARITY
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YEAR ENDED 31 MARCH 2020

to support more young people, including the most disadvantaged, ensure their voices are heard by those making decisions and empower and inspire young care experienced people to be campaigners.

Our support, expertise and advocacy has never been more necessary – and the voices and experiences of children in care, and care leavers will continue to be at the heart of everything we do.

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

Hugh Thornbery CBE
Chair of Trustees

Katharine Sacks-Jones
Chief Executive

Trustees’ Annual Report for the Year Ended 31 March 2020

The trustees present their report (which includes the strategic report) and the audited financial statements for the year ended 31 March 2020. The reference and administrative information is set out on [page 38](#) 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 a foundational year preceding the start of our five-year strategy period (2020-2025). We have developed plans, increased capacity and put in place enablers to allow us to take an ambitious direction and deliver tangible change for young people in the coming years.

At the end of the year (March 2020), we responded to the outbreak of the COVID-19 pandemic and national lockdown. As a vital lifelong for many young people, not only did we rapidly increase the number of people we supported but also developed new services to help tackle the isolation, deteriorating mental health, hardship and homelessness some were facing. Like many charities, adapting our services to respond to changing needs was done against a challenging financial backdrop created by the pandemic.

Our values

Honesty

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

Empowerment

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

Respect

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

Kindness

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

Optimism

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

Strategic aims

Supporting children

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

Supporting practice

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

Challenging the system

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

Changing attitudes

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

How our activities deliver public benefit

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

Strategic report

Achievements and performance

Become delivers a range of services, projects and activities aimed at improving the life outcomes of children and young people in care and care-experienced young people. These include the Care Advice Service, Coaching and 1:1 support, and Propel.

Through these programmes we reached **557 young people** this year. This exceeded our target of 500 young people.

Care Advice Service

The Care Advice Service provides, information, advice and support for children in care and care leavers, as well as professionals who support care-experienced young people. The service is offered by freephone, email and face to face.

The Care Advice Line now provides follow on case work support for young callers. Our team work closely with local authorities and other specialist providers to ensure young people can access the support they are entitled to. The Care Advice Service also acts as an internal referral pathway to other opportunities for young callers including involvement in our coaching and groupwork.

Staff on our Care Advice Line have supported young people with a range of issues:

- Rights and entitlements of children in care and care leavers e.g. what financial and other support they should receive from their local authority
- Leaving care and future plans e.g. what happens when young people leave care; pathway plans and reviews
- Housing and homelessness e.g. making a homelessness application as a care leaver and priority need; applying for social housing; council tax exemption for care leavers
- Education e.g. what financial support care leavers may be able to get to help with school, college or university
- Advocacy and complaints e.g. helping children in care and care leavers to access advocacy; explaining local authority complaints procedures
- Mental health and wellbeing e.g. signposting children in care and care leavers to appropriate national and local support services
- Money, benefits and debt e.g. advising about relevant benefits; signposting to grants and support services

Factsheets

Our free factsheets for young people about life in and leaving care continue to be exceptionally popular with **3,259 downloads** – more than double the number from last year. Our factsheets cover topics such as housing, rights & entitlements, accessing education, finances, pathway plans for care leavers and understanding who's who in the care system.

Propel

Propel, is an online service that guides care-experienced young people into further and higher education and helps them make the right choice. It is a well-respected and important resource

for care-experienced young people, carers and professionals. 95% of universities and 64% of further education colleagues across the UK are listed on the site. **9795 people** used Propel to better understand the support available to them at college and university

Workshops & Group Work

This year we developed and delivered new workshops for young people on a range of themes including:

- Managing emotions
- Setting meaningful goals
- Relationships and communication
- Rights & Entitlements

We started a regular 'Link Up' group – bringing care-experienced young people together to connect, build community, learn from and support each other. Sessions included themed Link Ups such as a Christmas dinner and Valentine's celebration.

We increased promotion of our direct work with young people, increased flexibility in our 1:1 support and coaching offer and strengthened the depth of our practice – opening up our work to new young people with the ability to support young people with more complex support needs.

Coaching and 1:1 Support

This year we have worked to make our coaching and support programme more accessible and flexible. We have offered shorter sessions, delivery in accessible locations and more flexibility around remote delivery through video chat. As a result, we delivered 134 1:1 coaching sessions and 88 support sessions with young people, helping them to identify and work towards their goals, as well as supporting them with wider issues and support needs. This is more than double the number of sessions delivered last year.

Young people attended regular one-to-one life coaching sessions and group sessions which explored tools and approaches to improve well-being across five areas: positive emotions, engagement, positive relationships, meaning, and accomplishment.

Progress is measured through a questionnaire at the beginning, middle and end of the programme. Results have shown clearly that all young people who attend the programme regularly make positive progress and improve their wellbeing.

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

- goal setting
- building confidence/self-esteem
- decision-making
- organisation and time management
- budgeting and managing finances

- support to get back into education
- managing personal relationships and building support networks.

Staff have provided emotional support alongside the skills-based activities including with issues around poor mental health & wellbeing, and loneliness & isolation.

Impact

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

In August 2019 we introduced a universal impact question for our direct work with children and young people. At the end of sessions/work with young people, our practitioners ask: “How do you feel as a result of our work today?” Young people’s responses told us we made a difference:

Positive	87%
Neutral	11%
Negative	1%

(Impact info from August 2019 – March 2020)

In future years we plan to develop our impact measurements to capture more data around skills development, develop our current services offer to include digital delivery with the aim of reaching a wider and more diverse audience of young people in and from care, begin development and delivery of our Personal Advisor training programme, and reach increased numbers of young people and professionals.

Training

This year we delivered training to **342 professionals** in local authorities and charities across the UK. This exceeded our target of 250. We delivered a range of courses including Managing Transitions, Empowering Young People in Care Using a Coaching Approach and Ensuring Rights & Entitlements for Children in Care & Young Care Leavers.

We also developed bespoke consultancy, webinars and workshops for various organisations including Kent County Council and developed our relationship with CARAS, an organisation that supports refugees. We continued our strong relationship with Pause, who work with care experienced young women who have had a child removed from their care.

Personal Advisors Training Programme

With support from Clothworkers’ Foundation, we worked directly with young people, personal advisors, researchers and sector professionals to gain insight into the key issues around improving practice. From our research, consultations and events we developed a theory of change and project plan for a 5- year training pilot to improve outcomes for care leavers by improving the practice of Personal Advisors.

Young People's Advisory Group

The Young People's Advisory Group embodies a central focus of our charity – bringing together care-experienced young people to inform our work, advise other organisations whilst helping the young people involved to develop valuable experience and skills.

The second year of the Advisory Group has seen them make significant steps in advocating for children in care and care leavers. They have taken part in All-Party Parliamentary Group (APPG) events, informed us and others about what training content would better prepare care leavers for the adult world and have been directly involved in strategic and operational decisions at Become such as recruitment.

Key highlights this year have included the following:

- Advising Ofsted on its research into both better matching in foster care and the use of suitable accommodation for care leavers.
- Inputting into Family Rights Group's Lifelong Links project on the involvement of trusted friends and family in supporting children - including feedback on language most appropriate for young people.
- Supporting the development of our own strategy for 2020-25, including critical insight into our values and the descriptions we use.

The Advisory Group is also a vital means of bringing care-experienced young people together, building social connections and helping to grow their confidence in the adult world.

Skills development sessions have included public speaking, negotiation skills, time management and problem-solving. This is crucial to how we work with young people in the years ahead – recognising their expertise while developing their transferable skills to benefit them long-term.

Communications and influencing policy

As a charity working closely with young people in and leaving care, we are committed to challenging the system and using our insight, expertise and platform to improve outcomes and opportunities for young care experienced people. This places a responsibility upon us to provide that insight for policy-makers and service providers and to ensure the voices and experiences of young people are at the heart of decision-making

The last year has seen significant success in influencing policy. Ahead of the General Election in December 2019, we published a manifesto that represented the views of young people and our charity on how to make things better for care-experienced children and young people. Key 'asks' from this manifesto were incorporated into both the Conservative and Labour election manifestos.

Following the Conservatives forming a Government in December, we led a group of 28 charities in writing to the Secretary of State for Education. Our letter called upon the government to deliver on its promise of a review into the care system to make sure that all care placements and settings provide the support young people need and we were delighted when the Government committed to taking forward this comprehensive review

Earlier in 2019 we had called for an urgent review of unregulated accommodation being used to home teenagers in care. We were pleased that the Department for Education launched a consultation on this subject in February 2020 and have used this as a spur to take a leading role in the #KeepCaringTo18 campaign, which seeks to guarantee proper care for every child in care.

In August 2019 we submitted evidence to the Education Committee's inquiry into the children's social care workforce. We took this opportunity to serve as a conduit for care-experienced young people to set out their experiences and what they felt was important – providing powerful insight.

In March 2020 Become published the first advice on the Covid-19 pandemic that specifically addressed care-experienced young people's situations. We provided vital tips on how to stay calm and connected during the pandemic and began working with other organisations to understand the challenges facing higher education students without family support during the crisis.

Collaboration

We continue to work closely with other voluntary sector organisations and government and public bodies to represent the views of care-experienced young people.

These include sitting on steering groups for projects such Lifelong Links, Social Work England, Ofsted's social care forum, the National Children's Bureau social care reference group, and the Howard League's advisory group on the criminalisation of children in care. We are also members of alliances and campaigning coalitions on issues in the care system, including the Alliance for Children in Care and Care Leavers, the Standing Committee for Youth Justice, the Kinship Care Alliance, Together for Children and the National Network for the Education of Care Leavers National Strategy Group.

Financial review

Fundraising

We rely on the commitment and generosity of our donors to support young people and change the care system. Thank you to everyone who donated their time and money to support care-experienced young people.

As a small charity we deeply appreciate and value every gift received. As this year ended at the start of a global pandemic, we have never needed our donors more nor been so grateful for your support.

We are particularly grateful to the following organisations that were able to make significant donations this year:

The Clothworker's Foundation
The Esmée Fairbairn Foundation
The Mark Leonard Trust
The Co-op Foundation
The Dulverton Trust
Beacon Lodge Charitable Trust

CHK Foundation
The Swire Charitable Trust
The Cotton Trust
Oso Foundation
Lloyds Bank Foundation
The Mrs Smith & Mount Trust

We too are enormously grateful to all our volunteer fundraisers and event participants who raised vital funds by taking on creative or challenging endeavours with support from their friends and loved ones. This includes our first Vitality Big Half team who, together, raised £2,500.

We would give particular thanks to the organisers, cyclists, support team and sponsors of Biking for Children in Care - led by Gill Timmis MBE, Aileen Hampson, and the BFCIC committee - for their invaluable contribution to our work. This is their 18th consecutive year of cycling challenges and the team of over 50 riders and an amazing volunteer support crew did not disappoint. They cycled over 200 miles over four days from Caen to Versailles in temperatures reaching 40 degrees. Thanks to their herculean efforts, they raised over £63,000, making this year a record breaker for Biking for Children in Care and brings the total raised for Become since 2002 to over £750,000.

We welcome every one of our individual donors, from those who give as and when they can to those who commit to donating every month. Every one of these gifts is so important as you give us the confidence to plan how we can support young people into the future.

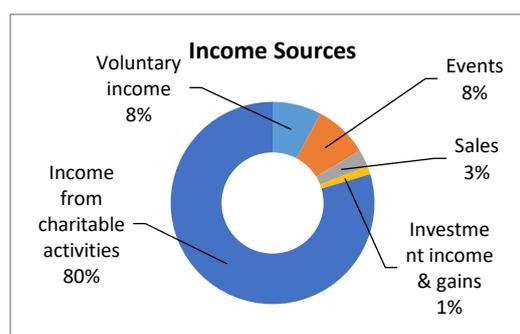
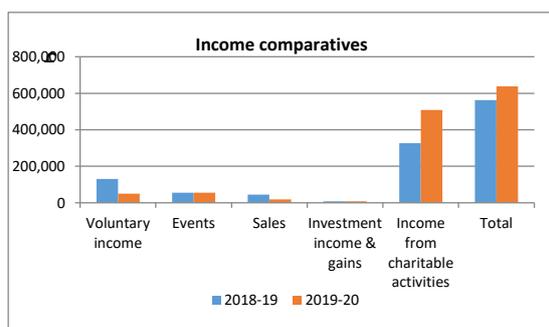
Although Become is not currently required to join the Fundraising Regulator, we remain committed to adhering to their Code of Fundraising Practice and The Fundraising Promise. We have signed up to the Fundraising Preference Service, so that we can respond quickly to donors' wishes.

We plan our fundraising communication to ensure we don't create undue pressure to donate and we are especially sensitive when engaging vulnerable children and adults in our fundraising. 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.

Our fundraising is delivered by an in-house team. We did not employ the services of a professional fundraiser nor a commercial participator to raise funds on behalf of Become. We did not receive any fundraising complaints during the year.

Financial review (continued)

Our principal sources of funding during the year continued to be grant funding for information projects and various young people participation projects - 80% of the total income of the charity (2019: 57%, after reclassification of training income, see note 3 [page 29](#)). Grants are recorded as income from charitable activities. The other 20% is derived from voluntary donations, challenge events and investment income.



Overall income in 2019-20 was higher than previous year at £637,921 compared to £563,338 the year before. Within the total increase, we have a reduction in donation income, in part because of a reclassification of some of our income and in part because we were operating with reduced capacity at the start of the year. Total expenditure was largely unchanged at £670,782 compared to £675,368 in the previous year.

The charity has an ambition to increase the impact of its work and we have developed a 5-year growth strategy to be launched April 2020. The Trustees committed to investing in fundraising this year to enable the sustainable income growth necessary to achieve our strategic ambitions. Investment includes the creation of a new role of Fundraising Manager and purchase of charity places for events including Vitality Big Half. We will see financial benefits from these investments over the forthcoming years

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

Restricted funds raised for participation projects and information support totalled £219,293 in 2020 (2019: £337,106). Spending against grants received amounted to £219,657 (2019: £411,863). Any restricted funds unspent are carried forward for use in following years.

Charitable work/ Accounting year:	2019-20	2018-19	2017-18	2016-17	2015-16
Total charitable work	£498,601	£562,921	£568,035	£782,249	£805,620
Increase/ (decrease) on previous year	(11%)	(1%)	(27%)	(3%)	20%

This year saw changes in the services team, with new team members joining the charity partway through the year and Passport to Parliament coming to an end. The temporary reduction in capacity and end of a significant project resulted in a lower spend on charitable work than previous years.

Reserves policy

At 31st March 2020, the total reserves of the charity were £390,050, of which £128,902 was restricted by funders for specific projects and £261,148 was unrestricted. The trustees have decided that the charity should aim to retain an appropriate level of unrestricted, 'free' reserves, which are sufficient to cover between six to nine months' core running costs. In 2020 this represents between £225,562 and £338,444.

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

At 31 March 2020, the charity carried forward unrestricted free reserves of £247,814 (2019: £277,782) representing around six and a half months' core running costs on our general fund (451,125, see unrestricted expenditure on [page 23](#)), as follows:

Unrestricted reserves	£261,148
less: net book value of unrestricted fixed assets (note 9)	£(13,334)
Total unrestricted free reserves	<u>£247,814</u>

Investment policy

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

We held investments in cash deposits and the COIF Global Equity Fund at the year end. The investments are primarily held for income purposes, generating £8,262 in the year – a return on investment of 3.64%. Although we do not have a specific target for returns on investment we aim to have a positive return.

Principal risks and uncertainties

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

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

Financial surety

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

Internal resourcing and resources

- ICT systems failures leading to operational issues and data breaches
- Loss of key staff leading to loss of experience, skills and knowledge
- Staff sickness, absence and other employment issues having big operational impact in relatively small organisation

Strategic clarity and vision

- Lack of strategic vision and planning leading to mission drift, reduced impact and insufficient information for future fundraising

Good Governance

- Lack of good governance leading to ineffective organisational leadership

Safeguarding children and young people

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

Good reputation and profile

- Non-compliance with funder requirements leading to reputational damage and requirements to repay grants ~ Failure to build external profile undermining public support for campaigns and fundraising

Plans for the future

With solid foundations in each of the four pillars of our new strategy (see [page 5](#)), designed to help young people get the love, stability and support they need to thrive, we are now planning significant growth in our reach and impact.

The Covid-19 pandemic has exacerbated many of the challenges and adversities facing care experienced young people. This has brought a renewed sense of urgency to our work and driven greater innovation in how we reach and support more people across the country and in how we can create a sense of community and identity. We are developing services to reach more young people, with a focus on those facing particular disadvantages. We have exciting plans to build on this, making greater use of digital technologies to reach more young people and create networks and communities.

Alongside this we are focused on tackling the structural and systemic issues holding young people back. We have ambitious plans to use our platform and expertise to shine a light on key issues and educate and influence decision makers on changes to policy and practice that will make a transformative difference to thousands of young people.

Involvement of people with experience in the care system will remain central to everything we do. Building on our current advisory group model we plan to work with a much wider network

of care experienced young people, from a diverse range of backgrounds, to inform and co-produce our work and be powerful advocates for change.

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

We also are committed to promoting equity, diversity and inclusion throughout our work, including in our governance, with future plans to strengthen the Board's diversity and lived experience of care.

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 2020 was eight (2019 - seven). The trustees have no beneficial interest in the charitable company.

The legal objects of the charity

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

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

Board of trustees

The Board assesses its skills base on a regular basis and fills identified gaps by advertising and recruiting new trustees. Trustees are chosen for their complementary skills, breadth of experience and contribution to the charity in a range of ways. New board members are

appointed by the board to serve the period up to the next AGM when the appointment is put to the members for approval.

The chair and trustees are appointed on a three-year term, renewable for three years, 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 management team as part of an induction process. As the charity works with vulnerable children and young people, disclosure and barring service checks are completed as appropriate in accordance with our safeguarding policy.

A senior non-executive independent director is appointed. It is a role which supports our governance, leading on chair appraisal and acting as a source of advice and support to the chair, and to other members of the board as required.

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

Organisational structure

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

The finance and funding sub-committee meet quarterly prior to board meetings to inform, support and monitor key finance and risk areas, and report to the full board on these areas. Responsibility for the day-to-day running of the charity and delivery of activities is delegated to the chief executive and the senior management team.

Statement of responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.

- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- there is no information relevant to the audit of which the auditors are unaware
- the trustees have taken all steps that they ought to have to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

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

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

Approved by the trustees on 16th December 2020 and signed on their behalf by:

Hugh Thornbery CBE

Chair

Eliot Lyne

Treasurer

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

Opinion

We have audited the financial statements of Become Charity (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Statement of Financial Position, 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 (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 2020 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 Auditors' 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

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to

continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funders, suppliers and wider economy. The trustees' view on the impact of COVID-19 is disclosed in the accounting policies note on page [26](#).

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the 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 & Statutory Auditors

Old Station House

Station Approach

Newport Street

Swindon

Wiltshire

SN1 3DU

Date:

Statement of Financial Activities
(Incorporating an income statement)
Year ended 31 March 2020

	Note	Unrestricted	Restricted	2020 Total	2019 Total
Income from:		£	£	£	£
Donations and Legacies	2	104,210		104,210	184,737
Income from other Trading Activities	3	17,681		17,681	44,513
Income from Charitable activities	4	288,475	219,293	507,768	326,168
Income from Investments		8,262		8,262	7,920
Total Income		418,628	219,293	637,921	563,338
Expenditure on:					
Costs of raising funds		172,180		195,460	112,447
Expenditure on charitable activities		278,944	219,657	475,322	562,921
Total Expenditure	5&8	451,125	219,657	670,782	675,368
Net (Expenditure) / income before gains and losses on investments		(32,497)	(364)	(32,861)	(112,030)
Net (loss)/ gain on investments	10	(5,332)	-	(5,332)	20,778
Net (expenditure) / income		(37,829)	(364)	(38,193)	(91,252)
Transfers between Funds	13	-	-	-	-
Net movement in funds		(37,829)	(364)	(38,193)	(91,252)
Reconciliation of funds:					
Fund balance at 1st April 2019	13	298,977	129,266	428,243	519,495
Fund balance at 31st Mar 2020	13	261,148	128,902	390,050	428,243

The statement of financial activities includes all gains and losses recognised in the year.
The income and expenditure derive from continuing activities. See Page [37](#) for an analysis of the 2019 comparatives.

Statement of Cash Flows

Year ended 31 March 2020

	note	2020 £	2019 £
Cash flows from operating activities:			
Reconciliation of net movement in funds to net cash flow from operating activities			
Net movement in funds (page 23)		(38,193)	(91,252)
Add depreciation		8,303	12,702
Less purchase of fixed assets		(443)	(2,900)
Less interest & dividend income		(8,262)	(7,920)
Add loss / (less gain) on revaluation of investments		5,332	(20,778)
Add (increase) / decrease in debtors		(14,570)	(5,993)
Add increase / (decrease) in creditors		16,282	(26,054)
Cash used in operating activities	A	(31,551)	(142,195)
Cash flows from investing activities			
Income from interest & dividends		8,262	7,920
Sales of investment assets		-	-
(Purchases) of fixed assets		-	-
Cash provided by/ (used in) investing activities	B	8,262	7,920
Cash flows from financing activities	C	-	-
Increase/ (decrease) in cash and cash equivalents in the year (A+B+C)		(23,289)	(134,275)
Total cash & cash equivalents brought forward		228,953	363,228
Total cash and cash equivalents carried forward *		205,664	228,953

*refer to balance sheet, page [25](#)

Statement of Financial Position (Balance Sheet)

As at 31 March 2020

	Note	2020 £	2020 £	2019 £
Fixed assets:				
Tangible assets	9	13,334		21,195
Investments	10	202,484		207,817
			215,818	229,012
Current assets:				
Debtors	11	47,855		33,283
Cash at bank and in hand		205,664		228,953
		253,519		262,236
Liabilities:				
Creditors: amounts falling due within one year	12	79,287		63,005
Net current assets			174,232	199,231
Total net assets less current liabilities			390,050	428,243
Net Assets			390,050	428,243
Funds				
General funds	13		261,148	298,977
Designated funds	13		-	
Total unrestricted funds	13		261,148	298,977
Restricted funds	13		128,902	129,265
Total funds	13		390,050	428,242

Approved by the trustees on 16 12 **2020** and signed on their behalf by:

Hugh Thornbery CBE
Chair

Eliot Lyne
Treasurer

Notes to the financial statements

1 Accounting policies

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

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

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

Preparation of the accounts on a going concern basis: The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers and wider economy.

The Trustees' view on the impact of COVID-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions and the current resources available, they can continue to adopt the going concern basis in preparing the financial statements. The charity has cash reserves of £205,664 and net assets of £390,050.

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

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

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

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Accounting policies cont.

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

- *The costs of generating funds* relates to salary & support costs incurred in raising funds from both voluntary sources (including investment income) and restricted grants for charitable activities.
- *Charitable expenditure* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- *Support costs* are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll, IT costs, and premises costs which support the charity's engagement programmes and activities. These costs are allocated between the costs of raising funds and expenditure on charitable activities. The basis of apportionment is set out at note 8.
- *Governance costs* include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

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

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

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

Accounting policies cont.

Stocks: Stock of current publications are not reflected, but written off, as incurred. This is because initial costs of the publications are often covered by restricted grants for the purpose with revenues generated replacing the initial cost.

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:

- *Restricted funds* are to be used for specific purposes as laid down by the donor or funder.
- *Designated funds* are unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.
- *General funds* are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.
- *Transfers between funds* are made where the income for a project is exceeded by the costs incurred on the project, or where it has been agreed with the funder to use unspent balances at the end of a project on activities with a similar objective.

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

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

2 Donations and legacies

	Unrestricted £	Restricted £	2020 total £	2019 total £
Garfield Weston Foundation	-	-	-	30,000
M and C Trust	-	-	-	5,000
The 29 th May 1961 Charitable Trust	-	-	-	5,000
BTMK Solicitors	12,139	-	12,139	-
Events*	54,553	-	54,553	54,817
General donations	37,518	-	37,518	89,920
	104,210	-	104,210	184,737

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

*Events has been reclassified as donations, previously classed as trading activities.

3 Income from other trading activities

	Unrestricted £	Restricted £	2020 total £	2019 total £
Other Income	1,084	-	1,084	-
Consultancy & Training*	16,597	-	16,597	44,513
	17,681	-	17,681	44,513

*Consultancy & training (previously called Training and Research) has been reclassified as trading activities, previously classed as charitable activities.

4 Incoming resources from charitable activities

	Unrestricted £	Restricted £	2020 total £	2019 total £
Grant income:				
The Mark Leonard Trust	58,000	-	58,000	50,000
Scottish Funding Council	-	-	-	13,968
Angle House Foundation	-	-	-	5,475
One Family Foundation	-	-	-	5,000
Magazine & publication sales	-	-	-	22,685
Comic Relief	-	-	-	14,132
Paul Hamlyn Foundation	-	-	-	30,000
Big Lottery	-	-	-	9,772
Tudor Trust	-	-	-	25,000
Blagrave Trust – Listening Fund	-	-	-	39,205
Charles Hayward Foundation	-	-	-	20,000
Co-op Foundation	-	35,000	35,000	45,000

Rayne Foundation	-	-	-	20,000
Mrs Smith & Mount Trust	-	15,000	15,000	15,000
Westminster Foundation	-	-	-	5,000
Oso Foundation	20,000	-	20,000	-
CHK Charities Ltd	25,000	-	25,000	-
The Clothworkers' Foundation	-	130,000	130,000	-
Esmée Fairbairn Foundation	65,000	-	65,000	-
The Dulverton Trust	35,000	-	35,000	-
Swire Charitable Trust	25,000	-	25,000	-
The Beacon Lodge Charitable Trust	25,000	-	25,000	-
Lloyds Bank Foundation	-	15,000	15,000	-
The Cotton Trust	-	20,000	20,000	-
Triple T Charitable Trust	5,000	-	5,000	-
The 29 th May 1961 Charitable Trust	5,000	-	5,000	-
Other (under £5,000)	25,475	4,293	29,768	5,931
	288,475	219,293	507,768	326,168

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

5 Net income/ expenditure

This is stated after charging the following expenditure:		2020	2019
		£	£
Depreciation & loss on disposal		8,303	12,702
Auditors remuneration		4,272	3,750
Operating lease rentals:	Equipment	-	288
	Property	63,213	63,213
Trustees/ Directors remuneration	(note 7)	-	-

6 Staff costs and numbers

	2020	2019
	£	£
Staff costs were as follows:		
Salaries and wages	357,010	394,217
Voluntary redundancy payment	2,963	-
Social security costs	34,141	37,938
Pension contributions (defined contribution scheme)	17,800	23,726
Total direct staff costs	411,914	455,881
Outsourcing & consultancy fees	42,811	4,092
Total costs	454,725	459,973

No employee emoluments were within the range of £60,000 to £69,999, although the annual salary of the CEO is within this bracket they were not in place for the full year (2019: 1 within £60,000 to £69,999, Employer's pension contributions for that employee were £7,000 under a defined contribution pension scheme).

The key management of the charity comprises the Chief Executive, Director of Services and Director of Fundraising & Communications. Their total emoluments amounted to £171,845 (2019: £147,625) plus employer's pension contributions of £8,759 (2019: £10,881).

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

	2020	2019
	no.	no.
Generating Funds	1.8	1.9
Charitable activities	6.6	8.9
Governance	0.0	0.1
	8.4	10.9

7 Trustee Remuneration and Related Part Transactions

No trustees received remuneration during the year (2019: nil). £22.50 was spent on a small gift for one trustee (2019: £739 travel and subsistence reimbursed) during the year.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2019: none).

8 Total expenditure

	Cost of generating funds	Charitable expenditure	Governance costs	Support costs	2020	2019
	£	£	£	£	£	£
Staff costs and freelance consultants (note 6)	89,254	263,987	-	101,484	454,725	459,973
Related staff & volunteer costs	12,319	3,527	-	33,183	49,029	16,105
Participant travel & related expenses	-	5,621	-	454	6,076	10,044
Materials production, printing and activities	10,095	15,006	-	3,645	28,746	30,097
General office costs	1,460	938	-	29,907	32,305	53,324
Website development	-	2,619	-	2,559	5,178	4,988
Premises costs	-	-	-	74,897	74,897	79,821
Professional, legal and accounting fees	2,929	-	4,272	4,299	11,500	7,575
Trustees' expenses	-	-	23	-	23	739
Depreciation (note 5 & 9)	-	-	-	8,303	8,303	12,702
Expenditure – 2020 (see below for 2019)	116,057	291,699	4,295	258,731	670,782	675,368
Allocation of support staff & related costs *	28,114	103,643	591	(258,731)	-	-
Allocation of support costs *	26,847	98,972	565	-	-	-
Sub-total	170,017	494,314	5,450	-	670,782	675,368
Allocation of governance costs *	1,163	4,287	(5,450)	-	-	-
Total expenditure reallocated	172,180	498,601	-	-	670,782	675,368
Comparative expenditure for 2019 before reallocation (see above for 2020 totals)	79,942	410,803	4,489	180,134	-	675,368

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

9 Tangible fixed assets

		Leasehold Improvements	Computer hardware &software	Furniture& Equipment	Total
		£	£	£	£
COST	At 1 April 2019	12,764	51,662	18,324	82,749
	Additions	-	443	-	443
	Disposals	-	-	-	-
	At 31 March 2020	12,764	52,105	18,324	83,192
DEPRECIATION	At 1 April 2019	8,378	36,786	16,390	61,555
	Charge for the year	1,823	5,513	967	8,303
	Disposals	-	-	-	-
	At 31 March 2020	10,201	42,300	17,357	69,858
NET BOOK VALUE	At 1 April 2019	4,386	14,875	1,933	21,195
	At 31 March 2020	2,562	9,805	967	13,334

10 Investments

	2020	2019
	£	£
COIF Charities Global Equity Income Fund		
Value at 01 April 2019	207,817	187,039
Additions/(Disposals) in the year	-	-
Value at 31 March 2020: 112,497.63 @ 179.99p	202,484	207,817
Unrealised gain/ (loss)	(5,333)	20,778

Based on the quarterly dividends paid, the income yield was 3.64% (2019–3.55%)

11 Debtors

	2020	2019
	£	£
Trade debtors	2,419	7,442
HM Revenue & Customs – Gift Aid reclaimable	4,000	8,015
Prepayments & accrued income	25,631	823
Other debtors	15,805	17,003
	47,855	33,283

12 Creditors: amounts falling due within one year

	2020	2019
	£	£
Subscriptions in advance and deferred income	-	3,254
Trade creditors	36,836	5,498
Taxation & social security	11,105	13,253
Accruals	31,346	41,000
	79,287	63,005

13 Movements in funds

	At start of year £	Incoming resources £	Outgoing resources £	At end of year £
a. Propel	0	5,000	5,000	-
b. All Party Parliamentary Group	349	-	139	210
c. Care Advice Service	3,036	5,500	8,536	-
d. Care Advice Service Factsheets	2,350	-	599	1,751
e. Passport to Parliament	39	3,533	119	3,453
f. Future Focus	48,812	-	48,812	-
g. Impact	-	15,000	-	15,000
h. Personal advisors training	-	130,000	30,000	100,000
i. Project Advice Group & I&IC	19,268	260	19,528	-
j. Custody Project	2,785	-	2,785	-
k. Coaching programme	27,345	60,000	75,154	12,191
l. Greenfinch/Proteen fund	25,142	-	25,142	-
m. Young person hardship fund	140	-	-	140
Total Restricted funds	129,266	219,293	219,657	128,902
General Funds	298,977	413,295	451,124	261,148
Total funds	428,243	632,588	670,782	390,050

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. Propel – The Cotton Trust funding contributed to the costs of running the Propel website.

13b. All Party Parliamentary Group - The charity holds a small fund to support involvement of young people with the APPG.

13c. Care Advice Service - The Cotton Trust contributed to the running cost of our Care Advice Service.

13d. Care Advice Service Factsheets– UPP Foundation and other smaller grants were given towards the production and translation of our Care Advice Service factsheets, which provide information on issues faced by young people in care and care leavers.

13e. Passport to Parliament - Comic relief continue to support our passport to parliament programme.

13f. Future Focus - Mark Leonard Trust funded a programme to engage with young people and improve their life skills. The Paul Hamlyn Foundation provided funding towards the costs of the chief executive for capacity building.

13g. Impact - Lloyds Foundation is funding a new monitoring and evaluation database.

13h. Personal Advisors Training –Clothworkers funded the development of a theory of change / scoping exercise for the Personal Advisor Training programme and are committed to funding the programme for the next five years. The training programme improves the skills and knowledge of personal advisors

13i. Policy Advice Group and Ideas & Input Council – The Listening Fund has provided a grant over two years to enable young people to influence policy through the Policy Advice Group and the I&IC.

13j. Custody Project - This project was funded by the Charles Hayward Foundation and aims to support and encourage young people held in secure custody to have improved life outcomes.

13k. Coaching programme - The Cotton Trust fund goes towards young people’s expenses to enable them to attend Becomes coaching sessions. The Co-op foundation and Mrs Smith & Mount Trust have contributed to the running costs of Becomes coaching programme.

13l. Greenfinch/Proteen - Restricted funding for the use for younger children under 18 and particularly connected with furthering their education.

13m. Young person hardship fund - Funding provided by the London Catalyst Samaritans to assist young people in need through the provision of emergency hardship payments or through loans.

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	13,334	-	13,334
Investments	202,484	-	202,484
Net current assets	45,330	128,902	174,232
Net assets at 31 March 2020	261,148	128,902	390,050

15 Operating lease commitments

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

	Equipment		Property	
	2020	2019	2020	2019
	£	£	£	£
Within 1 year	230	216	63,213	63,213
Within 2-5 years	633	921	24,248	87,471
After more than 5 years	-	-	-	-
Total Operating Lease Commitments	863	1237	87,461	150,674

The lease for the administrative offices and young person's participation space ends on 18 August 2021 with a break clause after 5 years in 2019, which was not exercised.

The lease for the franking machine was renewed at the end of December 2019, replacing the existing contract from that date.

16 Restricted funds in deficit

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

Otherwise, the deficit is transferred to the General fund.

17 Legal Status of the Charity

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

18 Corporation tax

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

19 Detail comparatives for the statement of financial activities

	Note	Unrestricted £	Restricted £	2019 total £
Income				
Donations and legacies	-	128,543	1,377	129,920
Income from other trading activities	-	54,817	-	54,817
Income from charitable activities	-	33,575	337,106	370,681
Income from investments		7,920	-	7,920
Total income		224,855	338,483	563,338
Expenditure				
Costs of raising funds:				
<i>Costs of generating activity income</i>		112,447	-	112,447
Expenditure on charitable activities:		151,058	411,863	131,162
Total expenditure	5& 8	263,505	411,863	675,368
Net (expenditure)/ income before gains and losses on investments		(38,650)	(73,380)	(112,030)
Net gain/(loss) on investments	10	20,778	-	20,778
Net (expenditure)/ income		(17,872)	(73,380)	(91,252)
Transfers between funds		(5,062)	5,062	-
Net movement in funds		(22,934)	(68,318)	(91,252)
Reconciliation of funds:				
Fund balances at 1st April 2018	13	321,911	197,584	519,495
Fund balances at 31st March 2019	13	298,977	129,266	428,243

Reference and administrative details

Charity number	1010518	
Company number	2700693	
Registered office and operation address	Become Charity 15-18 White Lion Street, London, N1 9PG	
Patrons	David Akinsanya Professor Sonia Jackson OBE Louisa Lane-Fox The Earl of Listowel Joyce Moseley OBE Dame Esther Rantzen Dame Jacqueline Wilson	
Board of Trustees		
	Hugh Thornbery CBE	Chair
	Eliot Lyne	Treasurer
	Anne Cameron	Appointed 11 June 2019
	Terry Galloway	
	Khatija Hafesji	Senior Independent Trustee
	Andy Harris	
	Beth Taswell	
	Rachael Wardell	
	Dave Hill	Resigned 11 June 2019
	Suzie Hayman	Resigned 12 June 2019
Senior Management Team	Katharine Sacks-Jones	Chief Executive & Company Secretary (From 15 July 2019)
	Davinia Batley	Director of Fundraising & Engagement
	Lee Mauve Patron	Director of Services
	Rhiannon Clapperton	Director of Policy, Campaigns and Communications – job share (from 26 May 2020)
	Lisa Watch	Director of Policy, Campaigns and Communications – job share (from 26 May 2020)
Bankers	Unity Trust plc P.O. Box 7193 Planetary Road Willenhall, WV1 9DG	
	Triodos Bank UK Ltd. Deanery Road, Bristol, BS1 5AS	

BECOME CHARITY
WORKING NAME: BECOME

COMPANY NUMBER: 2700693
YEAR ENDED 31 MARCH 2020

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