



Impact Report

2025/26

break
Caring
differently

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Welcome from Bev, our Chair of Trustees

This year has been another inspiring and important one for Break. Despite the challenges facing the sector, I continue to be struck by the compassion, dedication and resilience shown across the organisation.

I am always proud to see the confidence and voice of our young people grow. Whether shaping programmes, contributing to advisory groups or sharing their experiences, their insight continues to guide and strengthen our work.

A key achievement this year has been the co-production of our

therapeutic care framework with colleagues and young people. This shared model provides a clear and consistent approach to delivering high-quality, trauma-informed care across all our services—strengthening how we support young people to feel safe, understood and able to thrive.

My sincere thanks go to our staff, volunteers, partners and supporters, whose commitment makes this work possible every day.

As you read this report, I hope you feel as inspired as I do by the stories within. Together, we will continue to walk alongside young people, offering care, stability and belief when it matters most.

Thank you for being part of our journey.



Leading with care

Hi, I'm Lynsey. I'm the Head of Care Development here at Break, and I'm really pleased to be introducing this year's Impact Report.

It's been another exciting and meaningful year for us, as is shown by some of the amazing stories throughout this report. But before you read on, I'd like to share a piece of work we're particularly proud of, that will help shape and inform everything we do.

Over the past year, we've made significant strides in strengthening our trauma-informed practice, both for the young people we support and for our workforce. A key part of this has been our pilot of PACE training (Playfulness, Acceptance, Curiosity and Empathy)—a 'way of being' or 'attitude' that builds safety, trust and connection with children who have experienced

developmental trauma. The pilot has been really insightful, and we're now preparing to roll PACE out across our care teams over the coming year. We're also on the way to having our own accredited in-house trainer to ensure this approach remains embedded and sustainable.

Our HR team has been working closely with Break's Therapeutic Services, undertaking training and setting aside regular time for reflection, so that trauma-informed principles are woven into all aspects of our organisation—not just our care, but how we support and develop our people too.

We're looking forward to continuing our work in this area and seeing the positive difference it makes for both our teams and the young people we support.

Always walking alongside

No young person should feel alone in the world. At Break, we make sure they don't.

We walk alongside children and young people in, around and leaving care when we're needed most. Through fostering, residential homes, wellbeing support, mentoring and our leaving care service, we help children and young people build their confidence, create strong relationships and experience new opportunities.

Simply put, we care differently. More than support, we offer lifelong care, love and ambition so that young people can grow beyond what they thought was possible.

VISION

A world where all young people, whatever their start in life, have the opportunities and relationships they need to thrive.

MISSION

Giving young people in, around and beyond care the love, support and ambition they deserve.

VALUES

- We are all about relationships.
- We are here when it matters most.
- We are curious about the world around us.
- We challenge to encourage change.



This year we have been working with our colleagues and young people to co-produce our therapeutic care framework.

This provides us with a clear, structured and agreed model of care, allowing us to consistently deliver high levels of therapeutic care.



The Break approach

Working across East Anglia, we empower young people to overcome challenges and unlock their potential through tailored support, mentoring and skill-building.

As you'll see in this report, our work boosts confidence, improves wellbeing, and opens doors to education and employment.

In 2025-26 we had:

36
young people supported by mentors as they transition into adulthood.

11/12
homes rated Good or Outstanding by Ofsted.

3,647
hours of support provided by our Opportunities team.

43
young care leavers supported by our leaving care service, Staying Close, Staying Connected.

418
hours of support given through our Emotional Wellbeing Service.

243
sessions delivered by our Opportunities team to build new skills and grow confidence, including 62 barista training sessions on our CoffeeBreak van.

1
short break home



2
disability homes



3
group homes



6
intensive / solo homes



2
support foster carers



10
foster families



Didi's path to independence

Didi, now 18, came to live at a Break children's home when she was 14. After moving in, she immediately found a sense of belonging.

"I loved everything about it. The house was gorgeous, everyone knew what they were doing, and the young people all got along. It felt like a family environment and that helped me feel settled and safe, because I could talk to anyone."

That feeling of safety was strengthened by the support and care around her.

"Lots of staff made a big difference to me. They always cared, not just because it was their job, but because it was who they were. I could talk to them about my worries."



Day-to-day life was filled with moments that helped build those relationships, from playing board games to water balloon fights where staff joined in. Earlier this year she prepared to move on, but that support didn't disappear. Staff helped move into her own place and have remained a consistent presence in her life.

“

It felt like a family environment and that helped me feel settled and safe, because I could talk to anyone.

”

Alongside this, Didi was matched with a mentor through Break, who has played a key role in her growing independence.

"My mentor supports me with everything. We go out, eat, swim and talk a lot! She's helped my communication and really built my confidence, especially going into the city, which I didn't like before. She supported me a lot during the weeks when I was moving out of the home into my own place."

Didi has also taken part in opportunities like working on the CoffeeBreak van, gaining hands-on experience and learning new skills.

"Working on the van has helped build my confidence, I've learnt barista skills and gained experience I can put on my CV. It's helped prepare me for the future."

Looking back, Didi reflects on the difference Break has made to her over the years:

"When I think about my journey, I feel part of a bigger family. I wouldn't have had as many opportunities if I hadn't been with Break. Break has supported me while I've grown up, and I'm really grateful for everything they've done."

Coffee for a cause! CoffeeBreak is a work experience project created by young people, for young people.



A journey through care

Rocky first joined Break in 2005, beginning his journey as a support worker before progressing through senior roles to eventually lead services. His career has been shaped by strong relationships, belief from others, and a commitment to giving young people the chances he once felt he didn't have.



“

What motivated you to start a career in care?

At school, I wasn't really given much of a chance. I played the clown because that's what people seemed to expect of me. I didn't ever really want to go into a specific trade, but after leaving school, I got involved in football coaching and found that I loved working with young people. I started thinking about having more of a career and when I saw an advert for Break in the newspaper, something clicked. I've always felt like I wanted to help people, doing something where I could be myself and make a difference, so I decided to give it a go.

“

How has working your way through Break helped you?

I think Break has always been ahead of its time with training and new approaches, which have really helped in better understanding the young people and my own emotional responses. That training alongside the experience of moving through different roles has definitely helped me get to a point where I can now use my own experiences to help staff understand what's going on for young people and for themselves. It's helped me grow in ways I never expected.

“

How do you cope with the role's emotional challenges?

When I first started, I worked closely with a young person who'd been through a lot. I didn't understand why I felt so emotional until Break's training helped me learn about secondary trauma and attachment and transference of emotions, and that really helped with understanding the emotional challenges of the role and learning ways to cope with them. I think I also had to come to terms with the fact I couldn't take away the difficult experiences that the young people had, but what I could do is try and give them a better life and the positive experiences and opportunities that they deserved. There are difficult times when working with young people and every goodbye hurts, but the support is there at Break to help you through these times.

“

What helped you progress from a support worker to a managerial role at Break?

When I first started as a support worker, I didn't really know much about residential homes. But I had a great manager who was really supportive and encouraged me to build relationships, try new things out and support the team, so that helped me from the very beginning. My progression wasn't something I pushed for at first. I never said, "I want to

be more senior," or, "I want to be a manager." Instead, people tapped me on the shoulder and said, "You'd be good at that." Looking back now, I probably lacked some self-belief because of my experiences at school and not being given much opportunity. But some key people at Break saw something in me and supported me. From support worker to head of services, Break has given me opportunities, training, and wrap-around support every step of the way.

“

What advice would you give someone thinking about a career in care?

In this work, you get the opportunity to be part of someone's life in such a meaningful way, guiding them as they move into whatever the next part of their journey is. To me it's felt like more than a job, it's like a second life where I can still be myself but do amazing things with the young people we support. So my advice would be to give it a go—I've never looked back and the reward you get from it is unbelievable.

Recognition on the regional stage

We were really proud to see two Break services recognised at Norfolk County Council's third annual Flourish Awards, a celebration event for local young people and the communities that support them.

Dan Lummis, our former Head of Disability Services, and the Emotional Wellbeing Service were both nominated for awards recognising the powerful impact they have on the lives of the young people we support. "Well done—you are winners as far as Break are concerned," said CEO Rachel Cowdry.

The Flourish Awards brought further moments of pride as two of the young people we support played a part in the night. Aidan stepped onto the stage as one of the evening's hosts, and though he shared that he 'gets really nervous', he chose to challenge himself and absolutely shone. We were also delighted to see one of our young people from Primrose House contribute as part of the judging panel. She arrived at the awards full of pride and excitement and, supported by the adults who care for her, she embraced conversations, celebrated with others, and enjoyed every moment.

Rachel said: "Thank you to both the Opportunities Team and the Primrose House team for supporting our young people to be awesome. This really is caring differently."



Hosting with a flourish:
Aidan on the night of the Flourish Awards.



Celebrating success as a team: Director of Income Generation Dan Crouch, CEO Rachel Cowdry, and care team members Vanessa Cole and Hannah Thompson together at the EDP Business Awards 2025.



Finalists at the EDP Business Awards

Later in the year, Break was named a finalist for the Community Impact Award at the EDP Business Awards, which was a very competitive category with over 30 organisations nominated. It was a prestigious evening, hosted by comedian Ed Byrne, and reaching the final four was a real achievement that reflects the dedication, skill, and compassion shown across our services every day.

Creating pathways into employment

Young people leaving care often face barriers that make accessing work opportunities harder than it should be.

Breaking the Mould is our new co-produced work experience programme designed to change that by reshaping what meaningful, accessible, and confidence-building employment pathways can look like.

Working closely with Health Transport Group (HTG) in Norwich, our young people led the design of the pilot programme, drawing on their past experiences, ambitions, and ideas about what a truly supportive placement should involve. Through workshops, they shaped everything from the roles on offer to the kind of encouragement and flexibility they felt would help them succeed.

The result was a three-week programme blending hands-on experience and training with HTG's crew and logistics teams alongside employability workshops chosen by the young people themselves—including CV-building and mock interviews. Prior to completing the pilot, Liam, 23, shared, "This is the first work experience I've ever

done, I never had the opportunity through school. I want to be taken seriously as some workspaces might look at my background as an excuse not to take me. For me personally, actual work experience is what I want to get and it's one thing I'm missing, and I want a job."

Liam has since been offered a role created especially for him. While not all the young people completed the programme, they all agreed that their voice had helped shape it, and HTG staff described their honesty and insight as being invaluable.

With a celebration event in April and a second co-designed programme launching with Banham Zoo in 2026, Breaking the Mould is opening doors and showing what's possible when employers and care-experienced young people design opportunities together.



Opening doors into employment: Liam (centre) with the HTG team.

“

This is the first work experience I've ever done, I never had the opportunity through school. I want to be taken seriously as some workspaces might look at my background as an excuse not to take me.

”

Shaping change together

Every day, Break's staff and young people face challenges within the care system that can make life more difficult.

While we work within this system, we are committed to working together to improve it, and are currently focusing our efforts on two specific challenges.

The most significant challenges that cause inequality, as identified by young people:

1

Housing for young people leaving care

An increased pressure on social housing is leading to a lack of affordable, long-term housing for young people leaving care. This creates feelings of uncertainty and frustration, and a lack of control over the future.

2

The transition out of care for young people with a disability

The families and support staff of young people leaving our disability children's homes told us that adult provision is not always responsive to their needs, reflective of their experiences, or aspirational for their future.

1 Defining

We wanted to collectively decide which challenges mattered most to us and where we could meaningfully influence change.

We began by listening to our young people, staff and external partners.

Rather than just highlighting problems, we want to find solutions and influence care by sharing what works and helping scale it. This was our approach when we piloted Staying Close, Staying Connected, which is now being scaled nationally and will be a statutory duty for all local authorities by 2028.

2 Establishing

We then applied for and secured funding from the Esmée Fairbairn Foundation for a new three-year project, working to improve housing pathways for care leavers and the transition out of care for young people with a disability.

Young people continue to lead the project, guiding steering groups with their lived care experience.

Across both strands we have established stakeholder working groups that bring together young people and professionals from across Norfolk and Cambridgeshire to design, test and evaluate new approaches. Collaborators include district and county councils, housing associations and other care and support providers.

3 Testing

We have already seen some progress. In partnership with Saffron Housing, we are piloting an approach that allows young people to move into a Saffron property while still being supported by Break. Once they feel ready, they take on the tenancy themselves, turning a temporary home into a place of their own.

We continue to search for additional solutions. In March, our young people's housing steering group visited Warwickshire County Council's National House Project to learn about their housing pathways. We came away with fresh ideas to strengthen the project as it continues.

Gathering for change and learning from each other at the National House Project.



Moments that matter

Some of our most meaningful impact comes from giving young people the chance to experience joy, excitement and everyday moments they might otherwise miss out on.

Across our homes, our teams go beyond providing care and stability – they create opportunities for young people to make memories that last.

“

Trips like this offer so much more than a change of scenery. They give young people space to be carefree, try new things and create happy memories.

”

Beautiful Gran Canaria, where two young people from Blossom House spent a week exploring and having fun!

Making magic possible

In 2025, a young person at Trafalgar Lodge prepared for a very exciting milestone: a school residential trip to Disneyland Paris. For young people with additional needs, trips like this can take extra care and preparation to make it possible.

In the weeks before, the team worked closely with her to make sure she felt confident, supported and excited. They packed her suitcase with her, checked the weather, planned activities for the drive and made a countdown so she could tick off the days.

Staff also worked closely with the school, attending planning

meetings around meals, spending money, sleeping and contingency plans to ensure everything was in place to support her wellbeing throughout the visit.

The trip was a huge success. As an adrenaline seeker, she loved the rides, and enjoyed exploring the gift shops for souvenirs. She returned home full of stories, saying how much she had enjoyed the adventure.

These moments play a vital role in helping young people feel included, confident and able to experience childhood just like their peers. By focusing on what matters to them – and putting the right support in place – our teams help make their dreams a reality.

A holiday to remember

At Blossom House, the team came together to fundraise for a summer holiday for the young people living there. For one young person, it would be their first time travelling abroad.

Two adults and two young people spent a week in Gran Canaria, packed full of new experiences and shared laughter. From days at the water park and a boat trip searching for dolphins, to hours

spent swimming in the hotel pool, the holiday was a chance to relax, explore and have fun together away from everyday routines.

Jordan Towell, Registered Manager at Blossom House, said: “Trips like this offer so much more than a change of scenery. They give young people space to be carefree, try new things and create happy memories. Seeing their pure joy throughout the week showed how important these opportunities are.”

Growing confidence and connection

Young people growing up in care don't always have their own family to guide them through life. At Break, we're there to help them find their voice and open doors so they can grow, thrive, and build bright futures filled with opportunities.

Once they find their voice, we make sure they are always heard by creating spaces where young people can speak up, share their ideas, and shape the services they need.

Here's a taste of what our young people got up to this year.

Sun and sand! Visiting Wells beach.



Because of our Opportunities team:

94% of young people feel more confident.

80% say their skills for working have improved.

75% made new friendships or connections.

Getting hands-on with culture: We've been working with Kick the Dust to explore history and heritage.



- ✿ We grew our **geographical reach**, especially in Peterborough, supported by targeted fundraising.
- ✿ **We introduced the Warwick-Edinburgh Mental Wellbeing Scale.** Our young people scored an average of 24.1/35 (69%), closely aligning with the national average in the general population—really encouraging given that care experience is tied to a higher risk of mental health difficulties.
- ✿ We supported 13 young people with **volunteering opportunities**, and six of them have since gone on to volunteer independently, gaining valuable work experience and confidence.
- ✿ We've been working with Better Help to provide **free, easy-to-access therapy** to our young people.
- ✿ We worked with **24 young people** this year, ensuring their voices shaped our Theory of Change model, therapeutic care framework and campaigns such as Care Leavers' Month.

“

Break has proved to me that I can live on my own, and I can do things for myself. It's been so meaningful and has made all the difference. I didn't see myself moving into my own flat, Break made me see it.

- Break young person

A wild summer with a powerful purpose

Launched in June 2025, GoGoSafari—a public art trail organised by Break—brought colour and creativity to Norwich and Norfolk for 10 weeks. Featuring 50 giant lion, giraffe, rhino, gorilla and elephant sculptures, plus 64 'Mini Gs', the trail raised an incredible total of £380,000 to support young people in, around and leaving care.



“Break is a fantastic charity, and the team that put the trail together is truly incredible. It's such a fantastic thing to be a part of, and it has been wonderful seeing so many people enjoying the trail this summer. We've felt very proud to be a part of it.

- Leathes Prior Solicitors

”

“Love the whole ethos of the trail - love that it's for everyone and that all proceeds are going to such a worthy cause.

”



Delivered by Break in partnership with Wild in Art, the Zoological Society of East Anglia, Norwich BID and Chantry Place, GoGoSafari ran from 23 June to 30 August, attracted more than 450,000 visits, and brought in £16.3 million for the local economy.

Even before the trail landed, there were lots of opportunities for the local community (and beyond) to get involved. Each sculpture was uniquely designed by a professional artist and sponsored by local businesses, while 'Mini Gs' were created by schools and community groups.

We celebrated GoGoSafari with 11 exciting events, including a Safari Gala and a spectacular one-night-only charity art auction—where, after a wild summer roaming the streets, the much-loved sculptures found their forever homes. The auction, held at SaxonAir, welcomed over 270 guests and raised an incredible £290,200.



Auction highlights included the circus elephant Bobo, which raised a fantastic £12,000 thanks to match funding from Wild in Art, and the MINI Collection which collectively raised over £24,000.



91%

of visitors said they were aware of what Break do.

170

media features, reaching 114 million people and generating a total advertising value equivalency of £75k.

£290k

raised at auction, with a highlight of £12,000 for Bobo the circus elephant.

11

wild events, including a Safari Gala!

Supporters stepping up

From scaling mountains to festive fundraising, our supporters once again went above and beyond to raise vital funds for Break.

Three peaks, one cause

In May 2025, 28 determined adventurers took on the gruelling Yorkshire Three Peaks Challenge: a 25-mile, 12-hour trek across Pen-y-Ghent, Wharfedale and Ingleborough.

The group included teams from Blue Heron Training, Xaar, Wilby Jones and Atkinson Moss, as well as our ambassador Leon Reid, and together they raised an incredible £14,700!

One fundraiser, Chris, raised £6.5k of the total and lost four stone during training. Taking part has changed his life, and he now goes on walks and hikes all the time.

Going above and beyond: climbers pushing hard during their Yorkshire Three Peaks Challenge.



Seasonal giving with lasting impact

This year saw our most successful Christmas campaign yet, as our partners, supporters and volunteers helped raise an incredible £32,900 through a range of festive activities.

We hosted wreath-making workshops for the first time and grew our tree collection campaign. We also held a carol concert, giving supporters the chance to hear directly from the young people their donations help empower.

A spotlight on: Histon Manor

Throughout 2025, the amazing team at Histon Manor went above and beyond in support of Break.

Over the course of the year, they hosted a range of charity events, including a Plein Air Artist of the Year event and a Village Dahlia Show, while also donating several event fees and 10% of their corporate booking revenue, raising an incredible total of £16,860.

Katherine Mann, Owner of Histon Manor added: "Break offer the kind of support that can change the direction of someone's life, and that's something we wanted to get behind."



A spotlight on: Keeler Recruitment

Keeler Recruitment have continued their fantastic fundraising events:

In April, Keeler Recruitment hosted its third annual charity casino night, welcoming 40 teams of professionals for an evening of friendly competition and generosity.

Over the summer, their popular Charity Paddleboarding Series on the Norfolk Broads saw teams of colleagues take to the water to strengthen relationships, have fun and raise vital funds for Break.

Keeler Recruitment also sponsored the Young Professionals Group Ball in October, selecting Break as the event's chosen charity and raising an incredible £8,000.



Left: Histon Manor

Above: Keeler Recruitment's casino night



Our retail refresh

Over the past year, we've been refreshing our charity shops and improving their systems to better connect with the communities they serve.

Ten shops have been refreshed with our new branding, creating colourful and uplifting spaces that clearly reflect our renewed purpose and values.

In July, we were delighted to open our new shop in Little Stoke and bring Break to a new community.

We also introduced upgraded till systems. These not only enhance efficiency for staff and volunteers but also enable us to share timely information about current campaigns and events, encouraging customers to take their support further and explore new ways to get involved.

These developments ensure our shops remain vibrant, community-focused spaces that support Break's work today and help sustain our impact into the future.

Finances

We invested £17.22m into caring differently in 2025-26.



£2,603,000
Residential homes



£3,742,000
Intensive homes



£3,497,000
Disability homes



£1,261,000
Leaving care



£322,000
Opportunities



£710,000
Family support*



£235,000
Training

*Including fostering and therapeutic services.

Looking ahead

As we look to the year ahead, we know that the quality of our work rests on the strength, skill and compassion of the people delivering it.

Future leaders

Investing in our workforce remains a priority, so this year we have launched our Future Leaders Programme: a development pathway focusing on core leadership behaviours, skills, values-driven practice and organisational impact.

Designed with our young people, the Future Leaders Programme emphasises trauma-informed practice. The first cohort began in April, and over the coming year we will pilot and refine, supporting a strong leadership pipeline across Break.



Partnerships

We are also strengthening how we work with others who share our values.

This year we are launching a new corporate partnerships programme, creating exciting and rewarding ways for businesses to walk alongside Break and the young people we support.

From challenges and events to volunteering, skills sharing and long term partnerships, the programme is designed to make doing good feel good, offering organisations the opportunity to play an active role in creating lasting change.

Influence and advocacy

We remain passionate about influencing the wider care sector and sharing what we have learned.

We have launched our external training programme, with many sessions shaped by young people themselves. Through bespoke training and collaborative partnerships, we aim to help create environments where young people are supported to reach their potential and thrive.

Improving outcomes continues to be a key focus. Through our new project funded by the Esmée Fairbairn Foundation, we are working with young people and partners to explore new approaches to housing pathways and transitioning out of care.

Throughout it all, our purpose remains the same: to walk alongside young people, offering love, stability and belief until they no longer need us. **That is what Break stands for. That is how we care differently.**

Rachel Cowdry

Chief Executive Officer



Thank you

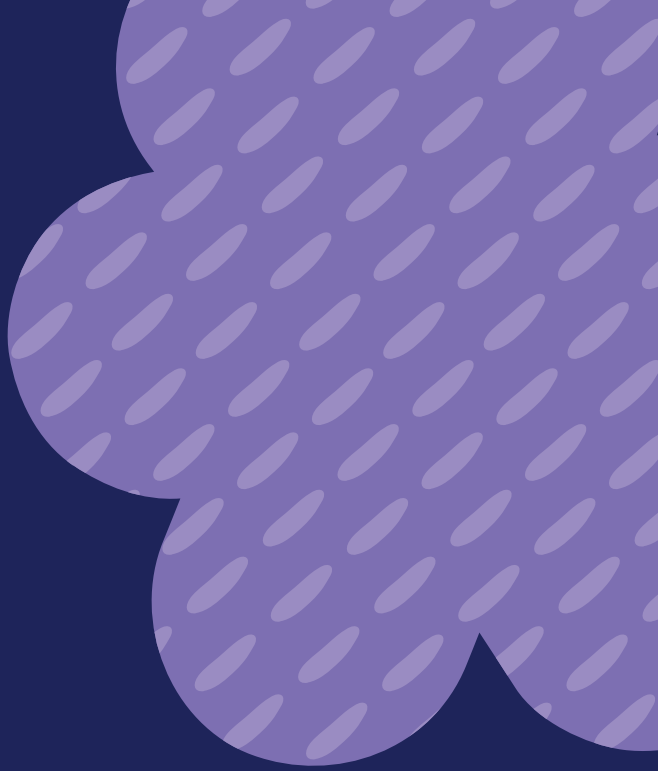
We're deeply grateful to all our major supporters who have helped to make everything we achieved this year possible.

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 Mayday

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 Mirafit
 Mortgage Advice Bureau
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 Mr Plastic
 N-able
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 R.C. Snelling Charitable Trust
 Reepham Festival
 Richard Utting Associates
 Riverside Entertainment
 Rosa's Thai
 Royal Arcade Norwich

R.S. Brownless Charitable Trust
 Searles Leisure Resort
 Shred Station
 Simons Landscaping
 Souter Charitable Trust
 Sponge Cakes
 Spurrell Charitable Trust
 Tesco Stronger Starts Community Grants
 The Black Horse
 The Forum Trust
 Thompson Family Charitable Trust
 Thursford
 Town Close School
 Volunteering for Health Get InVOLved Fund
 West Norfolk Employability Fund
 Whitwell and Reepham Railway Station
 Wilby Jones
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 Xaar
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 Young Professionals Group
 Zagwear
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