

Break
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

Charity number 286650
Company number 01699685

Break

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 March 2026

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Break

CHARITY REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 March 2026

Charity Registration Number:	286650
Company Registration Number:	01699685
Registered Office and Operational Address:	Schofield House 1 Spar Road Norwich Norfolk NR6 6BX

Board of Trustees

		Sub Committee member
Mrs B Hall B.Ed (Hons) NPQH, PgD, SSStJ	(Chair)	Ca, No
Mrs J Allan		In
Mr N Dobson		Fi, In
Mr P Dunkley	(Appointed 28.07.25)	In
Ms G E Foreman	(Appointed 28.07.25)	In
Mrs I Gallo	(Appointed 28.04.25)	Fi
Mrs S Healey		Ri
Mrs S Hill	(Appointed 28.07.25)	In
Mr C Lawrence	(Appointed 28.07.25)	In
Mr G Lindsay		Fi, Ri
Mrs A Read		Ca
Mr J Sam MBCS, CITP, MIoD	(Resigned 28.07.25)	No, In, Ri
Mr F M E Shippam FCA, DChA	(Resigned 06.07.26)	Fi
Mrs H Waldegrave	(Resigned 12.03.26)	Ca

Sub committee groups:- Ca = Care, Fi = Finance, In = Income Generation, Ri = Risk HR & Governance, No = Nominations

Presidents and Co-founders
Mrs J A Davison
Reverend Canon L J Morley

Chief Executive Officer
Ms R Cowdry BA (Hons), MA DipSW, Diploma

Executive Team
Mr D Crouch BSc (Hons) (Director of Income Generation)
Mr A Flack FCCA (Director of Finance)
Miss A Lewczuk (Director of People and Resources)
Mr F Cornish (Assistant Director of Care)
Mrs N Freeman (Assistant Director of Care)

Company Secretary
Mr A Flack

Auditor
Price Bailey LLP, Anglia House, 6 Central Avenue, St Andrews Business Park, Thorpe St Andrew, NR7 0HR

Solicitors
Butcher Andrews, 1 Old Post Office Street, Fakenham, Norfolk, NR21 9BL
Clapham & Collinge, St Catherine's House, All Saints Green, Norwich NR1 3GA

Bankers
Lloyds Bank plc, The Undercroft, Queens Street, Norwich, NR2 4SG
Santander UK plc, 2 Triton Square, Regent's Place, London, NW1 3AN
Epworth Investment Management Ltd, Methodist Church House, 25 Tavistock Place, London, WC1H 9SF

The Trustees, who are also directors for the purposes of company law, present their report and the audited financial statements of the Charity for the year ended 31 March 2026 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Trustees of the Charity

The Trustees who have served during the year and since the year end are shown on Page 1.

Objectives and Activities

The Memorandum and Articles of Association state that Break's charitable objectives and principal activities are:-

- The relief of the needs of persons who are sick, disabled (whether physically or mentally), disadvantaged, infirm or who have learning disabilities or other special needs and of children who come from poor or deprived backgrounds
- The advancement of the education and training of any persons who fall within the categories specified above
- The relief of the needs of persons who experience emotional and behavioural disorders
- The relief of the needs and the support of families of any persons falling into the categories specified

The objectives and aims are achieved by the implementation of individual unit and departmental business plans.

The objectives have been met by providing the following services:-

- Short Breaks provided at Nelson Lodge in Long Stratton
- Eleven Children's Homes across Norfolk, Suffolk and Cambridgeshire (including Trafalgar Lodge in Long Stratton and Morley House in Kings Lynn, both for children with learning disabilities)
- Break Therapeutic Service across all our services
- Fostering
- Staying Connected Team
- Opportunities Team

Break's policy is to work in partnership with Local Authorities, Housing Associations and other relevant agencies to provide the best possible service. We maintain strong working connections with Norfolk County Council Children's Services and work closely with Cambridgeshire/Peterborough and Suffolk Children's Services on a range of successful projects and commissioned placements.

Longer term we are looking to increase the number of services we provide and the geographical area in which we provide them to ultimately reach more young people, in the coming year we will be opening a new intensive service in the Cambridgeshire area.

Public Benefit Statement

The Board have paid due regard to the Charity Commission's guidance on public benefit.

In the terms of the Charities Act 2011, Break's Objectives fall within two definitions of charitable activity, "the relief of those in need by reason of ill-health, disability or other disadvantage" and "the advancement of education". On both counts Break provides benefits, irrespective of their financial circumstances, to a number of distinct groups of the public including: children and young people; families; and young people with learning and physical difficulties.

Detailed information on the services provided, and the benefits which accrue to the service users, is set out in this Report and on the Break website, www.break-charity.org

Strategic Report

A) Achievements and Performance

We support a wide range of young people across East Anglia to achieve great things. We are proud to push the boundaries of innovation. We have co-production at the heart of the services we provide for our young people, enabling them to influence both their own future and the development of our Charity.

OUR VISION

Break will strive to ensure all young people, whatever their start in life, have equal opportunities and the relationships they need to succeed.

OUR MISSION

Giving children on the edge of care, in care and leaving care the love, support and ambition they need

No young person should feel alone in the world. At Break, we exist to make sure they don't. Children and young people in, around and leaving care face instability, disrupted relationships and systems that too often fail them at the moments that matter most. Break exists to walk alongside them - not just for a moment, but for the long term - offering consistent relationships, love, ambition and belief in their potential.

OUR 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

A safe place to call home for looked after children

At Break we are proud that our **children's homes** are somewhere safe that young people can call home, with adults who love, care and look out for them. We provide a home where young people can belong, begin to flourish and embrace their future with confidence and hope.

Every year we have young people move in and out of our homes but not our hearts. Although young people move on from our homes that is not where our support stops as we are with our young people through their life through our other services.

In the year, we **cared for 16 (2024/25 - 23) young people** within our three homes. Two of the homes are rated as 'Good' by Ofsted with the third requiring improvement. Our average length of placement at the end of March 2026 was 1.8 years (2025 1.9), 3 of our current 11 young people living in our homes moved in over the last year. At 31 March 2026, 54% (2024/25 – 60%) of the young people living in our children's homes were in full time education.

Over the past few years there has been a requirement for more specialist services to meet the needs of the most complex young people in their care, during the year we closed one of the 4 bed residential homes and are repurposing it into an intensive service due to open June 2026. This will bring us up to 7 homes dedicated to this service in Norfolk and Suffolk. These services offer solo placements and intensive support to young people in care who find it too difficult to live with other young people.

To deliver this more intensive service, the teams access comprehensive training programmes and develop their skills and confidence to meet the needs of young people. During the year we looked after 10 young people in these services, the homes are rated as 'Good' by Ofsted.

We work closely with Commissioning teams to ensure placements are suitable, a lot of emphasis is put into pre-planning and with careful management and joined up working from the team around the child the transition for the young people is smooth and is a big factor in the successful transition. Break has worked in collaboration with the local authorities to manage and respond to high risks. The service along with all our other ones is supported by the Break Therapeutic Team where we discuss strategies and carry out reflective practice looking at what is going well and what we are finding difficult. The nature of the provision is that we do face a variety of challenging situations. This puts a lot of importance on a close and committed team which our teams do incredibly well.

Therapeutic Support

Break Therapeutic Services (BTS) has been at the heart of Break's drive to move towards a more trauma informed way of working, with our young people, and with our workforce.

The Homes team within BTS have continued their work within our residential services. Working alongside children and young people who have experienced trauma is complex, requiring teams and professionals to remain empathetic, sensitive and focussed on the young people's needs. For the staff team to do this, they need to understand where our young people's struggles come from and that the behaviours we see are trauma responses. Training and opportunities for reflection are central to maintaining high standards of care and staff teams that thrive. All staff receive a two-day Foundation Trauma and Attachment training course with additional workshops around particular needs when needed. BTS practitioners spend time in our homes, providing reflective spaces to think about young people and their needs on an individual and team level. Two Therapeutic Leads from each service attend an additional training/reflective session every six weeks and bring the learning back into their service. A Clinical Supervisor within the team provides reflective supervision to our Managers. Reflective one to one sessions are available for individual members of staff who might be struggling in their roles. This month sees the launch of Break's first Therapeutic Care Framework and Theory of Change which will provide clear standards of care for those with look after and support, and enable us to communicate our approach more clearly to our internal and external stakeholders.

The Emotional Wellbeing Service supports care experienced young people to enjoy enhanced emotional wellbeing, improving their potential to access opportunities and successfully transition to independence. Referral routes include social workers, personal advisors from local authorities and young people accessing Break's Staying Close Staying Connected (SCSC). The Emotional Wellbeing Service is a flexible service tailored to meet the need of our young people. As part of our offer we:

- meet young people where they are, physically and emotionally
- provide support for young people who wish to access and make sense of their care files
- work alongside other professionals to support care experienced young people who become parents
- support those working in Break's SCSC Team to reflect on the young people in their service and to stay well in their helping roles.

Mentoring

At 31 March 2026 we had **39** (2025 -32) mentors matched with young people and a further **17** (2025 – 20) going through our induction programme, whom we will be starting to match to young people over the coming months. Our mentoring programme offers positive outcomes and adds value for our young people. The young people Break support have had contact with care professionals throughout their lives. The young people report that they especially value their volunteer mentor who is choosing to be there for them. The aim is to empower young people to learn how to maintain a relationship, experience new activities and create a solid foundation to build their future self. Having someone outside their everyday network whom they can speak openly to and who support them in building their self-esteem, self-worth and confidence. Our aspiration is that all young people within Break will have access to a volunteer mentor

As well as the core Mentoring Service we also facilitate Peer Mentoring. The focus of Peer Mentoring is for young people who have first-hand experience of living in care to share their stories and advice. Empowering those they speak with through shared knowledge, skills and being able to speak openly to someone who they can relate to.

Over the past 12 months we have seen several of our mentoring partnerships grow and adapt as they have supported the young person into independence. The mentor's involvement in this process allows there to be a consistent figure of support for the young person.

Fostering

We provide long term therapeutic foster placements for children and young people between the ages of 3 and 18. During the year we had **14** (2024/25 – 15) young people in placements. Our service provides predominantly intensive fostering placements, offering stable, nurturing family environments for young people who have experienced significant trauma and for whom traditional fostering arrangements may not yet feel safe or suitable.

We recognise that many behaviours are rooted in early adverse experiences, and our approach is grounded in compassion, understanding, and relationship-building. Our team is committed to creating safe, trusting connections with each young person, supporting them at their own pace. Through consistent, attuned care and integrated therapeutic support, we aim to help young people make sense of their experiences, rebuild trust, and develop a stronger sense of safety and belonging.

Staying Close, Staying Connected

Staying Close, Staying Connected (SCSC) offers a framework for young people as they leave residential or foster care.

The Department for Education Innovation Fund has supported the Break SCSC project since April 2018.

The SCSC service currently provides **23 houses and flats containing 36 beds** across the region. The service provides much-needed stability to young people as they learn independent skills following on from living in care. In response to the needs of the service we now lease 11 (2024/25 -10) one bed flats, which may lead to the tenancy changing to their own name providing their forever home. For others they will be supported to access social housing, private rentals or even student accommodation if they are embarking on further education. SCSC continue to support young people to identify important people in their lives and widen their network.

Services for Children and young people with disabilities

The Break services for children with disabilities gives young people access to opportunities to enable them to make progress. We operate three homes across Norfolk, together with a mobile service delivering in the community.

Nelson Lodge offers residential short breaks for children and young people with disabilities who live in Norfolk. The young people have time away from their families in a safe, secure environment while their parents and siblings enjoy a break from their 24/7 care responsibilities. Break's skilled and dedicated staff support young people to enjoy a range of activities, building confidence, independence skills and helping to form friendships. The service also provides opportunities for our young people to have experiences that would otherwise be out of reach due to the challenges that their disability brings.

We provided short breaks for our **22 young people for a total of 931 nights.** Many of our families report that without the support of our service, their children would be in full-time residential care, and due to the lack of availability this will often be in a different county.

Morley House is a residential children's home for young people with learning disabilities. In the past year the team have supported 3 young people. One young person who has lived at Morley for two years already welcomed two new peers. Morley's adults supported them with getting to know each other and learning how to live together. Adults themselves worked hard on finding as much information about the new young people as possible to be able to meet their needs, understand what they had been through and how to plan their future . Over the past year strong positive relationships were created which allowed everyone to share great moments filled with enjoyment and learning as well as getting through some difficult moments when the young people became too overwhelmed by the world around them and needed knowledgeable and attuned adults to keep them safe.

All the young people are supported to attend full time education at the local specialist school. The young people like going to school which provides predictable routine and offers individualised ways of practicing all round academic and life skills.

Morley adults are filling in for all the roles the parents would on day-to-day basis but understand how important contact with family is for our young people. We aim to give them opportunities to spend time with their nearest and dearest whenever it is possible and when they want it. The families notice how their relationships with their children changed to more positive since they live at Morley.

The big focus is on helping the young people grow up the way chose by giving them experiences to practice social and independence skills. The young people were able to choose their holidays last year, determine what they had in their home and how adults support them to organise their time.

Supporting the young people with learning disabilities involve attending many meetings with various professionals especially that health related. It takes a lot of determination to involve the right people to be able to meet the young people's needs especially when physical and mental health, behaviour or sensory needs cause concerns. Morley team is continually evolving adapting their knowledge and skills to keep up with the young people's needs and be able to effectively advocate for them in the world more specialised professionals.

The most apparent success is how comfortable the young people feel living at Morley surrounded by dedicated group of people that help them to be safe and make great memories.

Trafalgar Lodge is a Residential children's home which provides individually focused and child-centred professional care and support for children and young people who have learning disabilities, physical disabilities, and communication difficulties. Trafalgar offers a safe environment that is caring and homely. Young people enjoy activities, are encouraged to try new things and make choices, pursue their wishes, and achieve personal goals. During the year we supported 3 (2024/25 – 4) young people.

It feels it has been a busy year but a very positive one too, another very positive Ofsted and NCC inspection, holidays undertaken for all our young people, one of which was a very first holiday for this young person, family connections promoted and supported, building upon and expanding owns skill sets and teaching new things from the world we live in, to better understand feelings and emotions, promote communication in whatever way that may be, build independence skills and making improvements/updates within the home.
One young person has been supported to expand their social group and confidence and now meets with friends outside of school/lodge and has experienced sleep overs, shared activities.

We have welcomed new team members into the Trafalgar family, and it's been great to see relationships build both within the team and with the young people.

Trafalgar have entered into different fund raisers, such as a Swimarathon, UEA business games and the Break fire walk wanting to bring that little bit more back, to give more to our young people and promote BREAK and the epic work we all do, (not to mention having fun along way).

Lifelong opportunities team

Our aim in the lifelong opportunities team is to give every young person the opportunity to build safe and trusting relationships, which broaden their horizons and support their mental wellbeing. This focuses our work towards 3 key performance indicators. Supporting our young people to improve their confidence and self-esteem, to build the networks of people around them who can support them and to help them identify a pathway to independence.

Over the past year, the Lifelong Opportunities Team has delivered a significant and measurable impact for care-experienced young people across the organisation. Through four integrated workstreams—**Wellbeing**, **Co-production**, **Mentoring**, and **CoffeeBreak**—the team has strengthened young people's mental wellbeing, increased their confidence, expanded their positive networks, and supported pathways toward independence.

The team has created **safe, aspirational environments** that help young people build confidence, connect with others, and take meaningful steps toward independence. Their work is driving stronger wellbeing outcomes, greater community belonging, and clearer long-term pathways for care-experienced young people.

In the year the team hosted 168 events. We walked alongside 63 different young people supporting them to access the opportunities we provide, offering over 3,500 hours of direct support.

Building confidence and self esteem
80% of young people surveyed said that because of the work that we do they felt more confident, either in general or in their ability to try new things.
94% said that they felt more confident in themselves or in their abilities because of our activity.
When asked how taking part in the Lifelong opportunities activities has helped this is what our young people told us.
"It's given me a purpose and made me feel A part of something"
"It gave me something to look forward to, gave me chances to get out of my comfort zone"
"It's helped with my mental health, I feel like it's always nice to have someone to talk to."
"Better routines, I am a bit more financially stable. It's helped me build connections and networks. Helped me feel more confident in myself, It has 100% helped my mental health and self-esteem."

Building networks
75% of young people say they have made new friends and connections because of the attending our activities.
84% say they feel less lonely and isolated because of having a mentor,
58% of our young people say they feel part of a community because of attending our activities.
When asked how taking part in the Lifelong opportunities activities has helped this is what our young people told us.
"Breaks lifelong opportunities helped me by socialising with people who have been in my position as a care leaver. It's nice to talk to people who have been through similar experiences."
"It has really helped me - getting me out of the house, being able to speak with people, feeling included in the meetings, getting work experience".
"It's a really great way to meet people and try new things. I'm more confident when I meet new people and feel like i have things to talk to them about because i get out and do stuff with you guys"

Identifying pathways for independence
71% of our young people said that they had learned a new skill from attending our activities
80% said that their skills for working had improved
When asked how taking part in the Lifelong opportunities activities has helped this is what our young people told us.
"It's helped me to get up early again, looking forward to building a relationship with my mentor. It's given me something to look forward to, I'm planning my next session on the van already which is great"
"I would like to have a job. I hope CoffeeBreak can help with this"
"I have stuck with college as a result of the support Louise has given me. I will get a job next year thanks to this"
"The activities you guys do are great but more than that it's a chance to speak to my peers for advice and guidance. it's a chance to meet new people and it really helps with my mental health"

Our Shops

Break has increased the number of shops it operates from 44 to 45 with a new shop in the West that opened in July 2026, all of which sell good quality Clothes, Shoes, books, bric/brac and media, all the stock is kindly donated by the local community to support Break. Any donations that that are not suitable to be put out for sale in the shops are re-cycled so avoiding being put in landfill. Break's shops are valuable assets for the Charity. They generate income to help fund our charitable services and provide vital links with the local community, offering opportunities for people to support our work by donating goods or volunteering their time. Our volunteers are able to give something back, learn new skills and meet new people within a friendly environment. Break had 792 Volunteers (2024/25 – 618) working across all shops in 2024/25. These volunteers worked from 4 hours to 20 hours per week each. We are extremely grateful to our loyal volunteers who come along to work brining many skills to benefit the shops. Volunteering enables people to give something back and offers learning opportunities in a friendly safe environment.



At the year end, **Break had 45 shops with many of them operating an online operation out of them**, 32 in East Anglia and 13 in the West Country. Break will be opening shop number 46 mid-summer 2026 in Norwich. The surplus generated after operating costs from the shops goes to support Breaks work with young people.

Fundraising

Much of the support Break provides to children, young people and families is funded through charitable fundraising income. The team has developed several key income streams, including:

Trails - The project team's focus during 2025 has been on concluding the GoGoSafari trail in Norwich, with the end-of-project auction taking place in October.

Corporate - Alongside engagement in trails, the new Partnership Programme has been launched, driving continued growth in corporate relationships, the development of new regional partnerships and support from a wide range of sectors. This has led to increased corporate donations, in-kind support, charity of the year partnerships and volunteering.

Events - We continue to focus on our most successful and popular regular events, while also developing and introducing new challenges and activities to extend our reach across the region. This has increased individual engagement and participation and delivered a strong return on investment.

Individuals and Community - We continue to develop this area and have been working to reintroduce supporter e-newsletters, while also engaging with a wider community beyond Norwich. Our volunteer programme for corporates and individuals has continued to grow, increasing in-kind support and helping to ease event budgets.

Trusts and Foundations - Support from trusts and foundations is invaluable to our work with children and young people. We are working with local Norfolk and Cambridgeshire trusts and national grant-makers. These donations fund project work which is supporting children and young people with a care background to achieve successful life paths and challenge the national statistics of poor outcomes. Trusts and foundations are also supporting Break to test new project initiatives and gather evidence which contributes to bigger projects and can lead to systemic change for care services nationally. Please contact us if you are a trust that aligns with our work as we would be grateful to start a conversation on how we can work together to make a meaningful difference.

The table below shows some of the restricted grant funding we received in the year following successful grant applications.

Funder	Break Service	Amount
Esmee Fairbairn Foundation	Roots 2 Roofs	£83,333
The Thompson Family Charitable Trust	Opportunities Team & Mentoring	£50,000
Rayne Foundation	EWS	£30,000
Alan Boswell Charitable Trust	Opportunities Team	£18,500
Garfield Weston Foundation	Opportunities Team	£10,000
Gosling Foundation	Opportunities Team	£10,000
Volunteering for Health Get InVOLved Fund	Opportunities Team	£7,450
West Norfolk Employability Fund	Opportunities Team	£5,605
Hays Travel Foundation	Opportunities Team & EWS	£5,000
Love Norfolk Fund	Opportunities Team & Mentoring	£5,000
Ranworth Trust 1985	Opportunities Team	£5,000
Souter Charitable Trust	Fostering life story work	£5,000
Cambridgeshire Community Found'n Outlook Fund	Opportunities Team & Mentoring	£4,000
R C Snelling Charitable Trust	Opportunities Team	£3,775
29th of May 1961 Charitable Trust	Opportunities Team	£3,000
Belstead Ganzoni Charitable Trust	Mentoring	£2,500
J & D Hambro Charitable Trust	Mentoring	£2,500
The Lady Hind Trust	Mentoring	£2,500
Paget Charitable Trust	Opportunities Team	£2,500
Yorkshire Building Society Charitable Foundation	Blossom House	£2,500
Annie Tranmer Charitable Trust	Opportunities Team	£2,000
Rackham Charitable Trust	Mentoring	£2,000
Spurrell Charitable Trust	Opportunities Team	£2,000
Anne French Memorial Trust	Mentoring	£1,000
Barrat Charitable Trust	Opportunities Team	£1,000
Beer Harris Memorial Trust	Opportunities Team & EWS	£1,000
Carriejo Charitable Trust	Opportunities Team	£1,000
Tesco Stronger Starts Community	Opportunities Team	£1,000

We would also like to thank the following supporters of Break where the value of support has exceeded £5,000

Adrian Flux	*Gasway*	*Paragraph Publishing*
Alan Boswell Group	*Histon Manor*	*Pentaco Construction*
Alan Boswell Group Charitable Trust	*Holkham*	*Production Bureau*
Aspire Mortgages	*Keeler Recruitment*	*QD Stores*
Ben Burgess	*Longwater Construction*	*Simons Landscaping*
Busseys	*Mortgage Advice Bureau*	*The Forum*
Cambridge Meridian Golf Club	*Mr Plastic Ltd*	*Wilco Fast-Fit*
Chestnut Hospitality	*Nielsen IQ Brandbank*	*Young Professional Group*
EPOS now	*Norwich BID*	
Dacre Property	*Norwich City Services*	

B) Financial Review

Results

Break produced a surplus of **£435k** (2024/25 £65k) in the year. The total surplus for the year was comprised as follows:-

- An unrestricted surplus of **£102k** (2024/25 £100k loss)
- A surplus of **£399k** (2024/25 £217k) on designated funds before transfers of £166k out of the funds, creating an overall surplus of £233k on designated funds.
- A deficit of **£66k** (2024/25 £52k) on restricted funds before transfers of £166k from designated funds to create an overall surplus of £100k.

The value of net assets increased from £5,186k to **£5,621k**. Of these, unrestricted funds accounted for **£5,394k** (2024/25 £5,059k) (including designated funds of **£863k** (2024/25 £630k) and a revaluation reserve of £662k (2024/25 £662k)).

Reserves Policy

Free reserves are unrestricted funds that are available to be spent on any of the Charity's objectives. Tangible fixed assets, and the connected bank loans, are not included in free reserves as these assets are essential to the Charity's activities. Their disposal would adversely impact the Charity's ability to deliver its aims.

The level of free reserves is set by the Board of Trustees on an annual basis and regularly monitored throughout the year. Action is taken if actual free reserves fall significantly outside the target level established. The Finance Committee reviewed the Reserves Policy in February 2026 alongside the budget for April 2026 to March 2029 and recommended to the Board of Trustees a target for free reserves of £1,142k.

In determining the level of free reserves, Trustees consider the financial impact of the risks facing the Charity, including the loss of income from partner agencies and voluntary donations, and balance the need to hold sufficient reserves to enable the Charity to:

- continue its activities when faced with unforeseen circumstances,
- support the development of additional services to children, young people and their families, and
- maximise expenditure on charitable activities.

Free reserves as at 31 March 2026 were **£557k** (2024/25 £549k). Free reserves were lower than the policy, during the year occupancy in services had been lower than projected and retail performance was lower than budgeted. The Charity's reserves will start to increase in 2026/27 back in line with the Charity's policy by actions taken to increase retail income, occupancy in homes and the sale of the Hazeldene property.

As at 31 March 2026, the Charity had Designated Funds of **£863k** (2024/25 £630k). Designated Funds are funds set aside by the Trustees out of unrestricted funds to support specific future purposes and projects. Details of the Designated Funds, together with movements during the year, are given in Note 20 to the financial statements.

As at 31 March 2026, the Charity had Restricted Funds of **£227k** (2024/25 £127k). Restricted Funds are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds. Details of the Restricted Funds, together with movements during the year, are given in Note 20 to the financial statements.

Funding Sources

Break has three main funding sources; service level agreements and spot purchase contracts from local authorities, retail and fundraising.

Investment Policy

The Charity holds cash to fund expenditure in the short and medium terms. The cash is held on deposit accounts as capital preservation is of particular importance, as is the ready availability of a substantial proportion of the assets to meet immediate cash flow requirements. Given these parameters, the Charity seeks to produce the best financial return within an acceptable level of risk. In implementing the Investment Policy, the Charity will have regard to the spread of risk, future liquidity requirements and ethical considerations. The treasury and investment position is regularly reported to and monitored by the Finance Committee.

Principal Risks and Uncertainties

The Trustees undertake continual assessment of the principal risks facing the Charity and are satisfied that adequate controls and procedures are in place to mitigate these risks. The Risk, Governance and HR committee is responsible for overseeing the approach to risk across the whole of the Charity's activities. During the year the Charity reviewed and revised its risk management system to aid improved reporting at both operational and strategic level whilst continued assurance that all risks are assessed and reported. All risks identified are logged and initially assessed as a risk (with no mitigation), mitigations and controls are then applied with the aim of reducing the risk to an acceptable level.

Risks are scored on impact and likelihood which give an overall risk score. Any risk scoring over 16 is reported to the board through the agreed board reporting processes, operational risks are managed by the relevant manager. The Executive review the risks on a fortnightly basis. Board sub committees review their strategic risks at their meetings during the year.

The key risks identified by the Trustees are:

- Cover for staff in the event of absence or illness
- Recruitment
- Void periods in spot purchase services
- Serious incident e.g. fire at a care provision or damage to reputation
- Competition

All the above risks have been reviewed by the Trustees during the year, who consider that the controls and mitigations in place for each risk area is appropriate. Measures that are in place to mitigate the above key risks include:-

- Increase in number of mobile team staff employed that are able to drop into all services,
- Regular referral meetings to ensure any voids are quickly filled
- Risk assessments, regular maintenance and testing of equipment and procedures in all services
- Additional resource put into recruitment
- Pricing reviews and reviewing of quality of services provided

The strategic risk analysis is reviewed by the Trustees on an annual basis.

Key Performance Indicators

Trustees monitor the Charity's Key Performance Indicators (KPIs) on a regular basis. If a situation arises, as happened during the pandemic, meetings are increased in frequency to enable a closer level of scrutiny during those times. The financial KPIs are reviewed periodically and the results reported through the Management Accounts. The KPIs include performance against budget, occupancy, net current assets, reserve levels and staff costs compared with income.

Going concern

The Trustees have carefully considered all available information impacting the finances and operations of the Charity for 12 months from the date of this Report. Information from budgets and forecasts for income, expenditure and cash-flow, including the availability of unrestricted funds and reserves, credit facilities and any other forms of financial assistance have been considered. The Trustees are confident that there are no going concern issues.

C) Plans for future periods

The Trustees anticipate another challenging year ahead. We have now experienced the first full-year impact of the increase in employers' National Insurance contributions and this years rise in the National Minimum Wage has added to running costs across the Charity, with no certainty that income will increase at the same pace, Break has proactively reviewed budgets and reduced expenditure where possible to safeguard the long term sustainability of the organisation.

Since the year end our residential services that closed prior to year end has re opened and the other intensive service is scheduled to open in late Summer 2026. We are also pleased to have secured a contract with Cambridgeshire County Council to open an additional intensive service in Cambridge in 26/27.

The sale of Hazeldene was been completed at the end of May and the proceeds will be used to strengthen and grow the charity in the years ahead.

We have seen a flatline in returns from our income streams from our retail and fundraising activities, increasing and sustaining these levels is key.

Our Strategy 2026-2029

We care differently. More than services or support, we provide lifelong connection. We are present when others step away. We invest in relationships that help young people build confidence, belonging and opportunity, so they can grow beyond what they thought was possible.

We do this through a community of nearly 500 colleagues and over 800 volunteers, generating our own charitable income and reinvesting every pound back into our people, our services and our future - because lasting change depends on strong, sustainable organisations as well as compassionate practice.

This strategy is about consolidation, sustainability and impact.

Over the next three years, Break will:

- Ensure our core services are consistently excellent, safe and trauma -informed
- Build a resilient, skilled and supported workforce who can thrive and stay
- Strengthen predictable, diversified income so our mission is sustainable
- Grow selectively and values led-, reaching more young people without diluting quality
- Use our voice, learning and credibility to influence systems, not just operate within them

By 2029, we will clearly demonstrate how we:

- Care differently - through trusted relationships and trauma i-nformed practice
- Collaborate differently - across teams, partners and communities
- Inspire trust differently - through consistency, quality and transparency
- Generate income differently - as a community that reinvests for long term- impact

This strategy culminates in Break's 60th anniversary year, marking both our legacy and our ambition for the future.

This is not a document that sits on a shelf. It is the anchor for decision making-, prioritisation and accountability across Break.

The strategy:

- Sets the "what" and the principles - operational strategies define the "how"
- Provides a shared framework for leaders, teams and trustees to align around
- Guides resource allocation, growth decisions and risk management
- Underpins KPIs, business planning and performance reporting
- Shapes how we communicate our purpose and impact to young people, colleagues, partners, commissioners and supporters

Every operational plan, investment decision and leadership conversation should be able to answer one question clearly:

How does this help Break care differently, sustainably, and at scale - so no young person feels alone?

Our 2026-27 activity will include:

- Carefully, considered growth to enable us to reach more young people
- working on our influencing and advocacy project considering areas: housing, care as a career and employment and wellbeing for young people
- continuing to explore an 18-25 Staying Close provision for young people with disabilities and influencing government roll out
- pledging to raise more unrestricted funds through innovation in Fundraising – so that we can reach even more young people
- increasing connections to ensure all of our young people have the best possible opportunities as they move into adulthood.
- evaluating the model of care we offer in our solo provision to highlight the impact we have on young people's lives.
- developing more services in a financially sustainable way to offer a place to call home to more young people amplifying our influence in the sector to ensure that we share best practice with all providers

D) Structure, Governance and Management

Governing Document

Break is a charitable company limited by guarantee, incorporated in England and Wales on 15 February 1983 and registered as a charity on 6 May 1983. Break's Memorandum of Association establishes its objects and powers, which are governed under Break's Articles of Association. In the event of the Charity being wound up, the members are required to contribute an amount not exceeding £10.

Recruitment and Appointment of Trustees

The directors of the company are Trustees for the purpose of charity law. It is the Board of Trustees' collective responsibility to ensure that the Charity is fit for purpose and to determine and support its strategic direction in order to enable it to attain its stated objective. The Charity follows the Code of Governance for the Voluntary and Community Sector.

New appointments to the Board are made after completion of a Trustee skills gap analysis and an open recruitment process to attract volunteers with appropriate skills. In accordance with the Memorandum and Articles of Association a third of all Trustees in office are required to retire each year. The Trustees who are required to retire by rotation are those who have been longest in office since their appointment or reappointment. The Trustees take into account the Charity Commission's recommendation that the total length of office should not normally exceed nine years; however, the total period of appointment may be varied in any particular case if the other Trustees then serving at the time determine that it would be in the interests of the Charity to do so. The names of all Trustees are listed on page 1.

Trustee Induction and Training

All Trustees receive a full induction pack and training needs are assessed periodically.

Organisational Structure

The Board may delegate any of its powers to any committee consisting of one or more members of the Board or Executive Officers. Break has 4 sub-committees on Finance, Income Generation, Care Services, and Risk, Governance and HR. These are chaired by Board members and involve Executive Officers and some of the wider staff team.

The Governance and Management Structures operate under the shared principles of:

- Working together with common purpose, values and goals
- Adhering to Break's charitable objectives and the Charity Commission's guidance on public benefit
- Ensuring no small group or one individual dominates the decision making
- Adhering to the principles of openness, honesty, integrity, objectivity, accountability and clear leadership

Trustee attendance

During the year there were a total of 15 (2024/25 18) Board and sub-committee meetings, overall attendance at the meetings was 88% (2024/25 89%).

Pay policy for key management personnel

The key management personnel are paid on Grades 1-3 of a 7 point ranking that is used for all managerial and administrative support staff. The grades all have a scale with a minimum appointment rate, standard job value and maximum job rate. Progress towards the top of the scale is through performance not length of service.

An Executive Pay Committee, with Trustee input, determines any performance related pay increases for Grades 3-7. Pay increases for the CEO and Directors (Grades 1 and 2) are determined solely by the Trustees and limited by the confines of the scales that are transparently published within the Charity.

No bonuses are paid to key management and employer pension contributions are set at 5% of salary for all eligible Break employees.

Risk Management

The Trustees believe that the major risks to which the Charity are exposed to have been identified, reviewed and assessed. Systems are established to mitigate those risks, The principal risks and uncertainties and the response to specific risks are set out on Page 12.

Fundraising Practices

Break manages all its fundraising activities in-house and does not use external, professional fundraisers. Members of Break's fundraising team organise and support fundraising events and activities for our corporate, community and individual supporters. Commercial participators are exclusively involved with the GoGoSculpture trails by written agreement with Break. Break complies with the Fundraising Regulator's Code of Fundraising Practice.

No complaints about fundraising activity were received in the year (2024/25 – none).

Break has signed up to the Fundraising Regulator's Code of Fundraising Practice and is a member of the Chartered Institute of Fundraising. All of Break's fundraising guidance and working practices are compliant. Some of the staff in the fundraising team are also individual members of the Chartered Institute of Fundraising. Volunteer fundraisers are given a full induction and briefing before they raise funds for Break.

All direct marketing is undertaken by the fundraising department. It is neither unreasonably intrusive or persistent and is only sent to people who have consented to engage with Break. Break never make cold calls. All marketing material or information sent from Break contains clear instructions on how a person can remove themselves from mailing lists. All of Break's processes are GDPR compliant. Break's work is with vulnerable people and Break has an agreed operating procedure to protect vulnerable people. All Break's fundraisers are familiarised with the Code of Fundraising Practice to ensure that it is applied properly.

Staff and volunteers

Break's staff and volunteers are critical to the ongoing success of the Charity. Their time, skill, passion and dedication ensure Break is able to deliver the best possible services for the children and families supported. Break's volunteers continue to provide invaluable input throughout the Charity, but especially to the retail operations. A conservative estimate of their contribution to the Charity is -equivalent to £340,000 (2024/25 - £325,000) of paid salary hours.

Employee engagement

Break actively encourages the engagement of employees and welcomes constructive comments on the running of the Charity. The principal structure for this is the Staff Consultation Forum, a staff body of 25 representatives from all disciplines, departments and services. The Forum meets four times a year and is attended by senior members of the Executive and Trustees.

We also carried out an Employee Engagement Questionnaire this year and, based on the feedback, have changed the way we work. Some of the changes we made are:

- Wider engagement of the Leadership Team across the organisation
- Delivering training across the region rather than being Norwich centric
- Updating our staffing benefits packages and Long Service Awards
- Developing an internal communications platform – Viva Engage – to ensure all colleagues keep up to date.
- Developing and encouraging a Trauma Informed approach
- Discussing topics such as EDI in the workplace

Break maintained the Gold standard in Investors in People and we continue to develop our engagement activity through well-being groups, staff champions and regular communication of key messaging.

Break continued the communication with employees and volunteers during the year. The frequency of a news update from the CEO remained weekly.

Policy for employment of disabled persons

Break welcomes applications for employment from all prospective employees regardless of disabilities. Break is committed to developing practices that not only meet the requirements of equalities legislation but which actively promote equality of opportunity and maximise the abilities, skills, and experience of all employees. Break already has the Department for Work and Pensions designation of "Disability Confident – Committed" and is working towards recognition at an enhanced level of this scheme.

Break's commitment is to ensure that employees are managed in an inclusive way, taking into account individual differences and giving employees the confidence to disclose a disability should they so wish. If an employee discloses that they have a disability or become disabled during the course of their employment we will engage in a discussion with them to determine what they need to be successful in their role and seek to make reasonable adjustments to facilitate this. These could include, for example, training, specialist technology or equipment. In deciding what is reasonable, the practicalities and resources available to Break, including through the government funded "Access to work scheme", are taken into account.

The Environment

We are committed to improving our environmental awareness and reducing the impact of the Charity on our environment, both now and in the future. We recognise climate change is one of the most serious environmental challengers currently threatening the global community and we understand we have a role to play in reducing greenhouse gas emissions.

We are continuously monitoring the way in which we work and taking on learnings to improve and adapt those ways to have a more positive impact on the environment, these include

- Using Microsoft teams for meetings, which has not only meant the need not to travel to locations, but has also enabled meetings to happen sooner as they take up less time as no travel required.
- Introducing hybrid working practices reducing our staff's private travel
- Replacing boilers at our properties to more efficient ones as they come up for replacement.
- Improving lighting systems by changing to LEDs
- Installing smart heating devices to properties
- Adding 3 electric vehicles to the fleet

We have mapped 12 months of continuous consumption data for of our premises the table below details the usage across the Charity. The period covered was the calendar year to 31 December 2025. The BEIS' greenhouse gas conversion factors for company reporting, published in June 2024 were used in the calculations. During the period we have had 2 properties that were not in use, and hence reduced energy consumption, we have also reviewed our travel and where possible allocated resources to minimise travel within our maintenance, training and mobile teams.

	Jan – Dec 2025		Jan – Dec 2024	
	Use in Kwh	Carbon Emissions tCO2e	Use in Kwh	Carbon Emissions tCO2e
Total electric use	663,108	138	789,109	164
Total gas use	395,262	91	496,695	114
Total transport fuel	292,553	182	363,460	224
Total energy from other fuels	133,950	29	196,536	43
Total energy use (all sources)	1,484,873	440	1,845,800	545
Total estate size		11,517sqm		11,562sqm
Carbon intensity ratio		38.20KgCO2e per sqm		47.14KgCO2e per sqm

We will map out where investment can be prioritised to achieve greatest impact as part of our facilities review plan. Further work needs to be done to routinely monitor water consumption and waste to further stretch our environmental impact reduction targets. We will be looking at our procurement of services and how we can improve our impact on the environment.

Responsibilities of the Board of Trustees

The Board of Trustees (who are also directors of Break for the purposes of company law) are responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board of Trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Board of Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 Board of Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They 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.

Auditor

Following a competitive tender process in 2023 the Board appointed Price Bailey LLP as the Charity's auditors from the year ended 31 March 2023 and will recommend to the AGM that they should continue to be engaged as auditors for the forthcoming year.

Disclosure of information to the auditor

We, the directors of the company who held office at the date of approval of these Financial Statements as set out above each confirm, so far as we are aware, that:

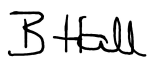
- there is no relevant audit information of which the company's auditor is unaware; and
- we have taken all the steps that we ought to have taken as directors to make ourselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

We have disclosed to the company's auditor all forecasts and workings based on current knowledge and actions, including the effect on cash flow, reserves and funds, to validate our conclusion that Break's accounts should be prepared on a going-concern basis.

The Board of Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In approving the Trustees' Annual Report, we also approve the Strategic Report in our capacity as company directors.

Approved by the Board of Trustees on 6th July 2026 and signed on its behalf by:



Beverley Hall (Aug 25, 2026, 11:43am)

Beverley Hall, Trustee

Opinion

We have audited the financial statements of Break (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and directors' report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the strategic report and directors' report) 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 strategic report and the directors' report.

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

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 an auditor's report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We gained an understanding of the legal and regulatory framework applicable to the charity and how it operates and considered the risk of the charity not complying with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements. In relation to the charitable company this included employment law, financial reporting, data protection and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Management override: We reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness.

- We reviewed minutes of Trustee meetings, any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and made enquiries of management including those responsible for the key regulations. We have reviewed the procedures in place for reporting of incidents to the Trustee Board and, escalation procedures and serious incident reporting of these matters as necessary with the Charity Commission.

- We have made enquiries of management and trustees of the charitable company regarding laws and regulations applicable to the organisation.

- We reviewed the risk management processes and procedures in place including a review of this document by the Board of Trustees.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Break

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

FOR THE YEAR ENDED 31 March 2026

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 and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Aaron Widdows ACA FCCA
Senior Statutory Auditor

For and on behalf of
PRICE BAILEY LLP
Chartered Accountants and Statutory Auditors

Anglia House 6 Central Avenue
St Andrews Business Park
Thorpe St Andrew
Norwich
NR7 0HR

Date: 1 September 2026

Break

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 March 2026

	Note	Unrestricted Funds £000	Designated Funds £000	Restricted Funds £000	**2026 Total £000**	2025 Total £000
Income from:						
Donations and legacies	2	323	630	982	**1,935**	1,970
Charitable activities	3	10,447	-	537	**10,984**	9,995
Other trading activities	4	4,660	44	-	**4,704**	4,627
Investments	5	17	-	-	**17**	20
Other	6	14	-	-	**14**	8
Total		15,461	674	1,519	**17,654**	16,620
Expenditure on:						
Raising funds	7	4,933	235	-	**5,168**	5,149
Charitable activities	7	10,426	40	1,585	**12,051**	11,406
Total	7	15,359	275	1,585	**17,219**	16,555
Net income/ (expenditure)		102	399	(66)	**435**	65
Transfers between funds	20	-	(166)	166	**-**	-
Net movement in funds		102	233	100	**435**	65
Reconciliation of funds						
Total funds brought forward		4,429	630	127	**5,186**	5,121
Total funds carried forward	20	**4,531**	**863**	**227**	**5,621**	5,186

The statement of financial activities includes all gains and losses in the year. All income and expenditure derives from continuing activities

The notes on pages 26 to 44 form part of these financial statements

BALANCE SHEET

AS AT 31 March 2026 **COMPANY NUMBER:01699685**

	Note	**2026** **£000**	**£000**	2025 £000	£000
Fixed assets					
Tangible fixed assets	12		**3,966**		3,975
Investments	13		**8**		8
			3,974		3,983
Current assets					
Stock	14	**-**		**-**	
Debtors	15	**1,385**		1,662	
Cash at bank and in hand	16	**1,314**		671	
		2,699		2,333	
Current liabilities					
Creditors: amounts falling due within one year	17	**(960)**		(1,009)	
Net current assets			**1,739**		1,324
Total assets less current liabilities			**5,713**		5,307
Long-term liabilities					
Creditors: amounts falling due after more than one year	18		**(92)**		(121)
Total net assets			**5,621**		5,186
The funds of the Charity					
Restricted funds	20		**227**		127
Unrestricted funds					
Designated funds	20	**863**		630	
General funds	20	**3,869**		3,767	
Revaluation reserve	20	**662**		662	
			5,394		5,059
			5,621		5,186

The financial statements were approved and authorised for issue by the Board of Trustees on 6th July 2026.

Signed on behalf of the Board of Trustees

B Hall

Beverley Hall (Aug 25, 2026, 11:43am)

Beverley Hall, Trustee

The notes on pages 26 to 44 form part of these financial statements

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 March 2026

	Note	**2026** **£000**	2025 £000
Cash flows from operating activities	23	**674**	116
Cash flows from investing activities			
Purchase of tangible fixed assets		**-**	(126)
Proceeds from the sale of tangible assets		**3**	-
Interest paid		**(7)**	(10)
Interest received		**17**	20
Net cash flow from investing activities		**13**	(116)
Cash flows from financing activities			
Repayment of mortgage		**(44)**	(39)
Net cash flow from financing activities		**(44)**	(39)
Net increase / (decrease) in cash and cash equivalents		**643**	(928)
Cash and cash equivalents at 1 April 2025		**671**	710
Cash and cash equivalents at 31 March 2026		**1,314**	671
Cash and cash equivalents consist of:			
Cash at bank and in hand		**162**	304
Short term deposits		**1,152**	367
Cash and cash equivalents at 31 March 2026		**1,314**	671

The notes on pages 26 to 44 form part of these financial statements

1. Accounting Policies

The Charity is a private company limited by guarantee registered in England and Wales. The address of the registered office is Schofield House, 1 Spar Road, Norwich, NR6 6BX.

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

a) Basis of preparation

The accounts (financial statements) have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2020, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The Charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £000.

b) Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable in the circumstances. The most significant of these judgements relates to the valuation of the Charity's properties as per accounting policy g) below

c) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist.

In particular, the Trustees have carefully considered all available information about the effect of inflationary pressures on the finances and operations of the Charity for 12 months from the time of approving these financial statements. The Trustees have had regard to information from budgets and forecasts for income, expenditure and cash-flow, including the availability of unrestricted funds and reserves.

The Trustees consider that the budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

d) Group financial statements

The Charity's subsidiary company remained dormant for the year ended 31 March 2026 and has therefore not been consolidated.

e) Income

All income is included in the Statement of Financial Activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. Income is allocated as unrestricted and restricted in accordance with fund accounting rules. Analysis of restricted funds is detailed in note 20.

1. Accounting Policies (continued)

The following specific policies are applied to particular categories of income:

Income from donations and legacies includes grants and donations and is included in full in the Statement of Financial Activities when receivable.

Legacies are included in the Statement of Financial Activities when the Charity becomes aware of its entitlement to the gift and the amount involved can be quantified, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the Charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Government grants are received in respect of the Staying Close Staying Connected project. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

Donated goods, facilities and services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably, and the Charity has control over the item. Fair value is determined on the basis of the value of the gift to the Charity, for example the amount the Charity would be willing to pay on the open market for such facilities. A corresponding amount is included in expenditure.

Clothing and other items donated for resale through the Charity's shop are included as income within other trading activities when they are sold.

Income from investments is included when receivable.

Income from other trading activities is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

f) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred, split between unrestricted and restricted funds. An analysis of restricted funds is detailed in note 20.

Expenditure on raising funds comprises those costs associated with attracting donations and legacies and the costs of other trading activities including the Charity's shops.

Expenditure on charitable activities comprises those costs incurred in the delivery of services to beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs are those associated with meeting the constitution and statutory requirements of the Charity including the audit fees and costs linked to the strategic management of the Charity.

Identifiable direct costs are allocated between expenditure categories of the Statement of Financial Activities on an actual basis. All other costs are allocated on a departmental 'head count' basis.

1. Accounting Policies (continued)

g) Freehold property

The Board have adopted a policy of revaluing freehold property as permitted by FRS 102. The Board have elected to conduct a periodic revaluation of the Charity's properties. The properties held by the Charity were revalued in June 2024 by Brown & Co - Property and Business Consultants LLP and in the periods between external valuations, an annual assessment is undertaken by the charity's trustees (supported by management) based on the available market data (i.e market indices).

Freehold property is not depreciated on the basis that it relates to properties which have a very long useful life and the residual value is likely to be not materially different from the carrying amount. Annual impairment reviews are carried out. Where a revalued property's carrying amount exceeds its recoverable amount, an impairment loss is recognised as a revaluation decrease within the Statement of Financial Activities.

It is the policy of the Board to maintain all properties to a very high standard with all maintenance and refurbishment costs being charged to the Statement of Financial Activities.

h) Tangible assets

Tangible assets are initially recorded at cost and subsequently stated at cost less any accumulated depreciation and impairment losses. Assets costing over £2,500 are capitalised.

i) Depreciation

Depreciation is calculated to write off the cost or valuation less estimated residual values of tangible fixed assets, excluding freehold property (see above), over their estimated useful lives using the following rates:

Leasehold property	Over the period of the lease
Office furniture and fittings	15% straight line
Care homes furniture	20% straight line
Computer equipment and software	33 1/3% straight line
Motor vehicles	25% straight line

The expenditure on furnishing new care homes is capitalised and depreciated over five years. Expenditure on the replacement of furniture, fixtures and fittings is written off in the year the cost is incurred.

j) Investments

Investments in unquoted securities are included at a valuation estimated by the Board. Any gains or losses arising on revaluation are included in the Statement of Financial Activities.

k) Leasing

Rentals payable and receivable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

l) Pension schemes

Break operates two defined contribution schemes. The assets of the schemes are held separately from those of Break in independently administered funds. The charge in the Statement of Financial Activities is the contribution payable by Break to the funds for the year.

1. Accounting Policies (continued)

m) Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Designated funds are funds that have been set aside by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

n) Stock

The fair value of donated stock has not been included in these accounts on the basis that it is impractical to obtain a fair value due to the volume of low-value items received and the absence of detailed stock control systems and records. New goods purchased for sale within the shops are measured at the lower of cost and net realisable value.

o) Redundancies

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the Charity are accounted for on an accruals basis and included within employee benefits.

p) Taxation

The Charity is exempt from corporation tax as surplus income and gains are applied for charitable purposes.

q) Debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

r) Cash at bank

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

2. Income from donations and legacies

	Unrestricted	**Designated**	**Restricted**	**2026**	2025
	£000	**£000**	**£000**	**£000**	£000
Grants & donations	323	404	297	**1,024**	1,002
Government Grants:-					
Service Delivery	-	-	683	**683**	683
Property Improvements	-	-	2	**2**	-
Legacies	-	226	-	**226**	285
	323	**630**	**982**	**1,935**	1,970

Income from grants and donations in 2024/25 was £1,002k, of which, £331k was attributable to unrestricted funds, £377k to designated funds and £294k to restricted funds. Service Delivery Government Grants are for the Staying Close Staying Connected project.

Income from government grants in 2024/25 was £683k, of which all was attributable to restricted funds.

Income from legacies in 2024/25 was £285k of which £1k was restricted and £284k attributable to designated funds.

3. Income from charitable activities

	Unrestricted	**Designated**	**Restricted**	**2026**	2025
	£000	**£000**	**£000**	**£000**	£000
Fees for care services	10,438	-	-	**10,438**	9,452
Housing income	-	-	537	**537**	535
Training income	9	-	-	**9**	8
	10,447	-	537	**10,984**	9,995

Income from fees for care services in 2024/25 was £9,452k, of which, £9,452k was attributable to unrestricted funds, and £0k to restricted funds.

Income from housing income in 2024/25 was £535k, of which and £535k was attributable to restricted funds and £0k to unrestricted funds.

Income from training income in 2024/25 was £8k of which all was attributable to unrestricted funds.

4. Income from other trading activities

	2026			2025		
	Unrestricted	**Designated**	Total	Unrestricted	Designated	Total
	£000	**£000**	£000	£000	£000	£000
Fundraising- sale of new goods	**-**	**44**	**44**	-	1	1
Coffee van sales	**11**	-	**11**	15	-	15
Retail income – see analysis below	**4,649**	-	**4,649**	4,611	-	4,611
	4,660	**44**	**4,704**	4,626	1	4,627

Analysis of retail income	**2026**		2025	
	£000	**£000**	£000	£000
Unrestricted income				
Retail income	**4,635**		4,599	
*Sale of new goods	**14**		12	
	4,649		4,611	
Restricted income				
Insurance income (Note 6)	**-**		7	
Government Grant (Note 2)	**2**		-	
		4,651		4,618
Retail costs		**(4,458)**		(4,327)
Surplus		**193**		291

*All goods, except where stated above, sold in Break's shops have been donated.

5. Income from investments

	Unrestricted	Unrestricted
	2026	2025
	£000	£000
Interest receivable	17	20
	17	20

6. Other income

	Unrestricted	Unrestricted
	2026	2025
	£000	£000
Miscellaneous income	14	8

7. Analysis of expenditure by activity

31.03.2026 *Charitable expenditure*	**Direct costs £000**	**Support costs £000**	**2026 Total £000**	2025 Total £000
Young people in care	5,200	1,146	**6,346**	5,998
Children with disabilities	2,824	673	**3,497**	3,064
Family support	632	77	**709**	782
Children at risk	1,299	289	**1,588**	1,573
Support services	-	(89)	**(89)**	(11)
	9,955	2,096	**12,051**	11,406
Raising funds				
Retail and other trading activities	4,125	349	**4,474**	4,342
Fundraising	605	89	**694**	807
	4,730	438	**5,168**	5,149
	14,685	2,534	**17,219**	16,555

Charitable expenditure includes £1,585k attributed to restricted funds (2024/25 £1,613k) and £40k (2024/25 £48k) relating to designated funds, all other expenditure was unrestricted.

Expenditure on raising funds includes £Nil (2024/25 £Nil) attributed to restricted funds and £235k (2024/25 £397k) relating to designated funds, all other expenditure was unrestricted.

31.03.2025 *Charitable expenditure*	**Direct costs £000**	**Support costs £000**	**2025 Total £000**	2024 Total £000
Young people in care	4,922	1,076	**5,998**	4,495
Children with disabilities	2,490	574	**3,064**	2,999
Family support	616	166	**782**	1,675
Children at risk	1,285	288	**1,573**	1,638
Support services		(11)	**(11)**	56
	9,313	2,093	**11,406**	10,863
Raising funds				
Retail and other trading activities	3,897	445	**4,342**	4,122
Fundraising	746	61	**807**	630
	4,643	506	**5,149**	4,752
	13,956	2,599	**16,555**	15,615

Charitable expenditure includes £1,613k attributed to restricted funds (2023/24 £1,606k) and £48k (2023/24 £172k) relating to designated funds, all other expenditure was unrestricted.

Expenditure on raising funds includes £Nil (2023/24 £Nil) attributed to restricted funds and £397k (2023/24 £269k) relating to designated funds, all other expenditure was unrestricted.

Governance costs

	2026	2025
	£000	£000
Governance costs (included within support costs below) comprise:		
Salaries	**49**	48
Audit fees	**17**	16
Auditors' remuneration for taxation and services	**4**	-
Other professional fees and support costs	**-**	11
	70	75
Expenditure includes:		
Depreciation (owned assets)	**9**	13
(Profit) / loss on disposal of assets	**(3)**	1
Operating lease rentals land and buildings	**903**	884
Auditors' remuneration	**17**	17
Trustee indemnity insurance	**2**	2

8. Analysis of support costs

	Basis of allocation	**2026**	2025
Direct support costs		**£000**	£000
Operational management	Direct expenditure	**445**	590
Training	Head count	**197**	215
Mobile Team	Direct expenditure	**68**	-
Therapeutic Team	Direct expenditure	**6**	-
Maintenance	Direct expenditure	**253**	239
		969	1,044
Central overheads			
Head office establishment	Direct expenditure	**188**	173
Finance	Direct expenditure	**283**	282
Health and safety	Head count	**129**	123
Human resources	Head count	**384**	354
Information technology	Head count	**187**	184
Communications	Direct expenditure	**223**	225
Chief Executive's office / governance	Direct expenditure	**171**	214
		1,565	1,555
Total		**2,534**	2,599

9. Interest payable

	2026	2025
	£000	£000
On mortgages not wholly repayable within five years	**7**	10

10. Staff costs

	2026	2025
	£000	£000
Wages and salaries	**10,188**	10,011
Social security costs	**1,348**	891
Pension contributions and life insurance	**527**	537
	12,063	11,439

The figure for staff costs includes taxable benefits of £21k in relation to Medical assurance (2024/25 £28k)
The number of employees who received total employee benefits (excluding employer pension costs of more than £60,000 is as follows:

	2026	2025
	No.	No.
£60,000 to £69,999	**4**	2

The average number of employees, excluding Board members, during the year were:

	2026	2025
	No.	No.
Care	**247**	241
Retail	**159**	156
Fundraising	**6**	7
Administration	**42**	44
	454	448

The average number of full time equivalents employed during 2025 was; Care 184 (2024/25 177); Retail 80 (2024/25 76); Fundraising 6 (2024/25 7); Administration 34 (2024/25 36)

Redundancy/termination payments of £44k (2024/25 £81k) were made in the year. No amounts were outstanding at the year end (2024/25 £Nil).

11. Trustees' and key management personnel's remuneration and expenses

No members of the Board received any remuneration during the year.

No members of the Board received expenses in the course of their duties during the year in respect of travelling and subsistence (2024/25 £Nil).

Key management personnel are considered to be the Chief Executive and the Executive team as detailed on Page 1. The total amount of employee benefits received by key personnel is £462k (2024/25 £402k).

12. Tangible fixed assets

	Freehold property £000	Leasehold property £000	Furniture, fixtures and fittings £000	Computer equipment and software £000	Motor vehicles £000	Total £000
Cost or valuation						
At 1 April 2025	3,955	247	423	123	93	4,841
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	(31)	(31)
At 31 March 2026	3,955	247	423	123	62	4,810
Depreciation						
At 1 April 2025	-	240	422	123	81	867
Charge for the year	-	5	-	-	4	9
Disposals	-	-	-	-	(31)	(31)
At 31 March 2026	-	245	422	123	54	844
Net book value						
At 31 March 2026	**3,955**	**2**	**1**	**-**	**8**	**3,966**
At 31 March 2025	3,955	7	1	-	12	3,975

All fixed assets are held for charitable purposes. All freehold property is non-depreciable.

The freehold properties were revalued in June 2024 by an independent registered Chartered Surveyor. The properties are valued on the basis of them being converted back to residential private dwellings except for two of the properties (Nelson Lodge and Morley House) which are valued on the basis of alternative use as offices. Expenditure to convert the properties for sale has been taken into account in the valuations. The Board have adopted a policy of revaluing freehold property as permitted by FRS 102 and will review the need for revaluation of the Charity's properties on an annual basis. As at 31 March 2026, the Trustees consider the current valuations for property to be correct.

On an historical cost basis, the cost and depreciation of these freehold properties would have been as follows:

	2026		2025	
	Cost £000	**Depreciation £000**	Cost £000	Depreciation £000
Freehold property	4,227	791	4,227	747

13. Fixed asset investments

Investment holdings

	Unquoted investments £000	Total 2026 £000	2025 £000
Market value at 1 April 2025	**8**	**8**	8
Market value at 31 March 2026	**8**	**8**	8

Unquoted investments

		2026 £000	2025 £000
Subsidiary undertaking:			
Break Trading Company Limited		**-**	-
Helpcards Holdings Limited	(0.67% holding)	**8**	8
		8	8

The investment of £100 in Break Trading Company Limited (01300043), a company incorporated in England, represents 100% of the issued share capital of that company. The company has remained dormant throughout the year. The aggregate amount of net assets attributable to Break is £Nil (2024/25 £Nil). As at 31 March 2026 the company owed £877 (2024/25 £877) to Break.

In the opinion of the Board, on the basis of income received, the value of the investments in Helpcards Holdings Limited is unchanged from 2024/25.

14. Stocks

	2026 £000	2025 £000
Retail goods for resale	**-**	-

15. Debtors

	2026 £000	2025 £000
Trade debtors	**675**	796
Accrued income	**421**	439
Other debtors	**49**	138
Prepayments	**240**	289
	1,385	1,662

16. Cash in bank and in hand

	2026	2025
	£000	£000
Current accounts	**128**	268
Treasury and other deposits	**1,152**	367
Cash in hand and imprest accounts	**34**	36
	1,314	671

17. Creditors: amounts falling due within one year

	2026	2025
	£000	£000
Mortgages	**28**	43
Trade creditors	**298**	410
Social security and other taxes	**218**	197
Accruals	**204**	174
Deferred income	**109**	97
Other creditors	**103**	88
	960	1,009
Secured creditors included above are as follows:		
Mortgages: Secured by fixed charges over the Charity's freehold properties	**28**	43
Deferred income included above is as follows:		
Brought forward	**97**	111
Released during the year	**(97)**	(111)
Deferred during the year	**109**	97
Carried forward	**109**	97

Deferred income relates to grant income deferred to the period in which delivery and expenditure will occur.

18. Creditors: amounts falling due after more than one year

	2026 £000	2025 £000
Mortgages: secured by fixed charges over the Charity's freehold properties	**92**	121
Mortgages are analysed as follows:		
Between one and two years	**11**	28
Between two and five years	**37**	36
Over five years	**44**	57
	92	121
Within one year	**28**	43
	120	164

Mortgages include a loan of £292k drawn from Lloyds Bank plc in September 2011 repayable over 15 years at a variable rate of 2.25% above the Bank of England Base Rate, and a loan of £166.5k drawn from Lloyds Bank plc in April 2019 repayable over 15 years at a fixed rate of 4.58%. The loans are secured on various freehold properties.

19. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	Land & buildings 2026 £000	Land & buildings 2025 £000	**Motor vehicles 2026 £000**	Motor vehicles 2025 £000
Not later than 1 year	**393**	402	**101**	133
Later than 1 year and not later than 5 years	**557**	725	**34**	82
Later than 5 years	**260**	290	**-**	-
	1,210	1,417	**135**	215

20. Funds

2025/26

	Balance as at 01.04.25 £000	Income £000	Expenditure £000	Transfers £000	Balance as at 31.03.26 £000
Restricted Funds					
Centre funds	12	10	(11)	(1)	**10**
SCSC	109	1,224	(1,264)	-	**69**
Young Persons Celebration	1	-	-	(1)	**-**
Staying on Track	-	35	(42)	12	**5**
Esmee Fairbairn-Routes2Roofs	-	76	(31)	-	**45**
Mentoring	-	26	(68)	72	**30**
Make a dream	4	5	-	1	**10**
Fundraising	-	2	(2)	-	**-**
Opportunities Team	1	139	(165)	83	**58**
Retail	-	2	(2)	-	**-**
	127	1,519	(1,585)	166	**227**
Designated Funds					
Wellbeing & Services Added Value (My Break 50)	28	-	(16)	16	**28**
Commercial Development	110	226	-	(28)	**308**
Apprenticeships	62	-	(22)	-	**40**
Cambridge Trail	35	-	-	(35)	**-**
Go-Go Discover	2	448	(235)	-	**215**
Go-Go Break	243	-	(2)	(207)	**34**
Grants and Growth	-	-	-	88	**88**
Building repairs	150	-	-	-	**150**
	630	674	(275)	(166)	**863**
Unrestricted Funds					
Revaluation reserve	662	-	-	-	**662**
General Funds	3,767	15,461	(15,359)	-	**3,869**
	4,429	15,461	(15,359)	-	**4,531**
Total unrestricted funds	5,059	16,135	(15,634)	(166)	**5,394**
Total Funds	**5,186**	**17,654**	**(17,219)**	**-**	**5,621**

Transfers Between funds 2025/26

During the year transfers were made between funds as follows:-.

Staying on Track, Mentoring and Opportunities team Go-Go Break – Funds transferred from the Designated Go-Go Break fund to cover shortfall of income in service and funding allocated for 2026/27.

Cambridge Trail – Monies transferred to the Staying on Track project that works with young people in Cambridge.

Centre funds and Young Peoples celebration – Funds moved to where expenditure incurred within the opportunities team.

Commercial Development – Monies transferred to Grants and growth for legacy work in 2026/27.

Wellbeing, Grants and Growth, Go-Go Break – Monies for staff wellbeing and for the grant application team allocated for 2026/27 from the GoGo Break funds.

Transfers Between funds 2024/25

During the year transfers were made between funds as follows:-.

Staying on Track, Mentoring and Opportunities team – Funds transferred from the Designated Go-Go Discover fund to cover shortfall of income in service. Norwich Consolidated Charities transfer to cover costs included in other cost centre.

Cambridge Trail – Monies transferred to the Staying on Track project that works with young people in Cambridge.

Commercial Development – Monies transferred to the GoGo fund to support delivery in 2025/26.

Funds (continued)

2024/25

	Balance as at 01.04.24 £000	Income £000	Expenditure £000	Transfers £000	Balance as at 31.03.25 £000
Restricted Funds					
Centre funds	8	21	(17)	-	12
SCSC	67	1,236	(1,194)	-	109
Young Persons Celebration	1	-	-	-	1
Norwich Consolidated Charities	2	-	(1)	(1)	-
Staying on Track	30	12	(77)	35	-
Fostering Futures	-	-	-	-	-
Mentoring	-	46	(49)	3	-
Make a dream	14	6	(16)	-	4
Opportunities Team	(2)	188	(255)	70	1
Fundraising	-	3	(3)	-	-
Retail	-	1	(1)	-	-
	120	1,513	(1,613)	107	127
Designated Funds					
Wellbeing & Services Added Value (My Break 50)	31	-	(20)	17	28
Commercial Development	50	284	-	(224)	110
Apprenticeships	86	-	(24)	-	62
Cambridge Trail	91	-	-	(56)	35
Go-Go Discover	25	223	(267)	21	2
Standing Tall Trail	(45)	155	(130)	20	-
Go-Go Break	40	-	(4)	207	243
Building repairs	150	-	-	-	150
	428	662	(445)	(15)	630
Unrestricted Funds					
Revaluation reserve	662	-	-	-	662
General Funds	3,911	14,445	(14,497)	(92)	3,767
	4,573	14,445	(14,497)	(92)	4,429
Total unrestricted funds	5,001	15,107	(14,942)	(107)	5,059
Total Funds	**5,121**	**16,620**	**(16,555)**	**-**	**5,186**

Restricted Funds

Centre funds - relates to all income restricted to spending on equipment etc. at the various care homes.

Staying Close Staying Connected (SCSC) - a programme funded by the Department for Education to provide housing and support for care leavers.

Young Persons' Celebration - grants from the A Boswell CT and the Ardwick Trust to support the YP's Celebration in 2024.
Norwich Consolidated Charities - Grant for a housing support worker in Norwich.

Staying on Track - a grant from Esmee Fairbairn Foundation to provide an emotional well-being service to young people aged 18 - 24.
.

Esmee Fairbairn – Routes 2 Roofs – a new project funded by Esmee Fairbairn working with young people around housing issues

Make a Dream - Project originally funded by the Free masons giving service users the chance to live out their dreams, funded from funds raised in the year.

Mentoring and Opportunities funds are specific funding received to carry out services in these areas.

Designated Funds

Wellbeing and Service added value fund, provides wellbeing activities to staff throughout the organisation and added value to young people in services by accessing additional activities and resources outside statutory funding.

Commercial Development - a fund set up to provide start-up funding for innovative income generating projects.

Apprenticeships - a fund to create apprenticeship opportunities for our young people.

Cambridge Trail - a fund to provide development funding for the 2024 Cambridge Sculpture Trail and from the proceeds of the trail to invest in care services in Cambridgeshire.

Standing Tall Trail – a fund for the current live trail in Cambridge, funds to be transferred to the above fund once trail complete in summer of 2025.

Go-Go Discover - for income and expenditure for the future Go-Go Discover Trail.

Go-Go Break (Go-Go Hares renamed) - the profits of the Go-Go Trails used to support young people leaving care and services adding value to the organisation.

Grants and Growth – Fund to cover costs of the grant funding team and work around securing legacies in the future

Building repairs - this fund has been created to set aside monies for major works to properties such as boiler replacement and roof repairs.

21. Analysis of net assets between funds

	Unrestricted £000	Designated £000	Restricted £000	Total £000
Tangible fixed assets	3,966	-	-	3,966
Investments	8	-	-	8
Current assets	1,504	863	332	2,699
Current liabilities	(855)	-	(105)-	(960)
Long-term liabilities	(92)	-	-	(92)
Total net assets	**4,531**	**863**	**227**	**5,621**

2024/25	Unrestricted £000	Designated £000	Restricted £000	Total £000
Tangible fixed assets	3,975	-	-	3,975
Investments	8	-	-	8
Current assets	1,506	630	197	2,333
Current liabilities	(939)	-	(70)-	(1,009)
Long-term liabilities	(121)	-	-	(121)
Total net assets	**4,429**	**630**	**127**	**5,186**

22. Company status

Break is a company limited by guarantee and has no share capital. Each of the 12 (2024/25 - 9) members undertakes to contribute such amounts (not exceeding £10) as may be required in the event of a winding up.

23. Reconciliation of net expenditure to net cash flow from operating activities

	2026 £000	2025 £000
Net surplus for the year	435	65
Interest receivable	(17)	(20)
Interest payable	7	10
(Profit) / Loss on disposal of tangible assets	(3)	1
Depreciation	9	13
Decrease in stock	-	1
Decrease in debtors	277	25
(Decrease) / Increase in creditors	(34)	21
Net cash flow from operating activities	674	116

24. Analysis of changes of net debt

	At start of year £000	Cash flows £000	Other changes £000	At end of year £000
Cash	304	(142)	-	162
Cash equivalents	367	785	-	1,152
Loans falling due within 1 year	(43)	44	(29)	(28)
Loans falling due after more than 1 year	(121)	-	29	(92)
Total net assets	507	687	-	1,194

25. Pension and other post-retirement benefits

Defined contribution plans
The Charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £472k (2024/25 £482k). At the year end £65k (2024/25 £59k) was payable to the scheme.

26. Contingent liability

On the retirement of two of the founders of Break in late 2002 and early 2003, the Charity entered into separate agreements with the retiring founders. Under the agreements, annual indexed linked payments of £3,500 were to be paid for life, with an additional 50% annual payment to the surviving spouse for their lifetime. This additional payment commenced in April 2017 upon the death of one of the retired founders. The current annual payment for the surviving spouse is £7,010 (2024/25 £7,010) per annum (as adjusted for inflationary increases). Based on standard actuarial assumptions, Break calculates the value of the future potential liability at £47k as at 31 March 2026 (2024/25 £54k).

This arrangement has been agreed by the Charity Commission.

27. Related party transactions

H Walker, spouse of R Cowdry, Chief Executive Officer (and a member of key management personnel), is employed by the Charity as a Grants and Growth Co-ordinator. H Walker's appointment was made in open competition and R Cowdry was not involved in the decision-making process regarding appointment. H Walker is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to the Chief Executive Officer.

28. Financial instruments

The carrying amounts of the Charity's financial instruments are as follows:

	2026 £000	2025 £000
Financial assets		
Equity instruments measured at cost less impairment:		
Fixed asset unlisted investments	8	8