CAPLOR HORIZONS

England & Wales · Charity number 1157696

Details

Status	Registered
Legal form	Charitable company
Company number	08901760
Registered	2014-07-03
Register	View on the Charity Commission register

Contact

Address	35 Scotch Firs Fownhope Hereford HR1 4NP
Phone	07929727186
Email	info@caplorhorizons.org
Website	http://www.caplorhorizons.org/

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Activities

Objects: 1) TO PROMOTE SUSTAINABLE DEVELOPMENT FOR THE BENEFIT OF THE PUBLIC BY:A) THE PRESERVATION CONSERVATION AND PROTECTION OF THE ENVIRONMENT AND THE PRUDENT USE OF RESOURCES;B) THE RELIEF OF POVERTY AND THE IMPROVEMENT OF THE CONDITIONS OF LIFE IN SOCIALLY AND ECONOMICALLY DISADVANTAGED COMMUNITIES;C) THE PROMOTION OF SUSTAINABLE MEANS OF ACHIEVING ECONOMIC GROWTH AND REGENERATION.AND TO ADVANCE THE EDUCATION OF THE PUBLIC IN SUBJECTS RELATING TO SUSTAINABLE DEVELOPMENT AND THE PROTECTION, ENHANCEMENT AND REHABILITATION OF THE ENVIRONMENT AND TO PROMOTE STUDY AND RESEARCH IN SUCH SUBJECTS PROVIDED THAT THE USEFUL RESULTS OF SUCH STUDY ARE DISSEMINATED TO THE PUBLIC AT LARGE.SUSTAINABLE DEVELOPMENT MEANS DEVELOPMENT WHICH MEETS THE NEEDS OF THE PRESENT WITHOUT COMPROMISING THE ABILITY OF FUTURE GENERATIONS TO MEET THEIR OWN NEEDS.2) TO ADVANCE THE EDUCATION OF THE PUBLIC IN THEIR KNOWLEDGE AND UNDERSTANDING OF EFFECTIVE LEADERSHIP, STRATEGY AND MANAGEMENT AND TO MENTOR, COACH AND PROVIDE TRAINING IN AND DEVELOP EFFECTIVE LEADERSHIP, STRATEGY AND MANAGEMENT SKILLS TO INDIVIDUALS, COMMUNITIES AND ORGANISATIONS WITH PARTICULAR REFERENCE TO CHARITIES AND THE NOT FOR PROFIT SECTOR;3) FOR THE PUBLIC BENEFIT, THE PROMOTION OF THE VOLUNTARY SECTOR AND THE EFFICIENCY AND EFFECTIVENESS OF CHARITIES. FOR THE PURPOSES OF THIS OBJECT, THE ‘VOLUNTARY SECTOR’ MEANS CHARITIES AND VOLUNTARY ORGANISATIONS:- CHARITIES ARE ORGANISATIONS, WHICH ARE ESTABLISHED FOR EXCLUSIVELY CHARITABLE PURPOSES IN ACCORDANCE WITH THE LAW OF ENGLAND AND WALES.- VOLUNTARY ORGANISATIONS ARE INDEPENDENT ORGANISATIONS, WHICH ARE ESTABLISHED FOR PURPOSES THAT ADD VALUE TO THE COMMUNITY AS A WHOLE, OR A SIGNIFICANT SECTION OF THE COMMUNITY, AND WHICH ARE NOT PERMITTED BY THEIR CONSTITUTION TO MAKE A PROFIT FOR PRIVATE DISTRIBUTION. VOLUNTARY ORGANISATIONS DO NOT INCLUDE LOCAL GOVERNMENT OR OTHER STATUTORY AUTHORITIES;4) TO ADVANCE SUCH OTHER EXCLUSIVELY CHARITABLE PURPOSES AS ARE COMPATIBLE WITH THE PURPOSES REFERRED TO AT 1), 2) AND 3) ABOVE, AS THE DIRECTORS IN THEIR DISCRETION THINK FIT.

Activities: Facilitating the review and development of organisational visions and strategy.Carrying out leadership and development programmes.Helping strengthen the abilities of individuals, teams and organisations to influence change.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Ireland

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£303,667	£314,412	-	-
2024-03-31	£403,112	£452,296	-	-
2023-03-31	£635,462	£615,259	£181,709	10
2022-03-31	£516,018	£485,157	£161,506	8
2021-03-31	£530,339	£492,626	£130,645	9

Trustees

Name	Role	Appointed
Shivani Singhal	Chair	2022-01-21
Clement Mukuka Sindazi		2024-06-13
Elouise Mayall		2022-01-21
Jonathan Kazembe		2022-01-21
Nimisha Sachdev Bhakta		2022-01-21
Sharan Mary Kelly		2024-06-13
Sharon van Schalkwyk		2025-12-12

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CAPLOR HORIZONS

England & Wales - Charity number 1157696

Accounts

Caplor Horizons Annual Report

2024-25

Registered Charity Number: 1157696
Registered Company Number: 08901760

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Message from our Chair – Laura

As Chair, I continue to be inspired by the way Caplor Horizons shows up in the world: not with all the answers, but with deep curiosity and respect, a willingness to listen and learn, and a commitment to justice.

We don't just support others to lead change; we hold ourselves accountable to change too. For example, this year we've taken a close look at how we lead and operate – strengthening our shared leadership model, assessing our governance against the Charity Governance Code, refining our business model, setting a bold new strategy for the next three years, and refreshing our visual identity.

Thank you to all who have contributed this year – with time, thought, challenge and care. This annual report is a celebration of what we've achieved together, and an invitation to keep going.

Message from our Co-Directors – Lorna, Kemal, Rosie and Ian

This past year has reminded us that change is not a linear journey. Across the sectors we work in, we've witnessed uncertainty and resilience in equal measure.

While global systems continue to creak under pressure – from political instability to the increasing impacts of climate change – there is also a quiet movement unfolding: people choosing to lead differently.

We are proud to support leaders and change makers – especially those often pushed to the margins – who are asking better questions, shifting power, and reimagining what's possible.

Our work this year has ranged from launching international leadership programmes to supporting grassroots organisations to develop their strategy, from coaching individuals at different levels, to helping organisations navigate tough conversations that drive meaningful progress.

We've also looked inward. We've dedicated time to renewing our strategy and branding enabled us to better live our purpose: *to be courageous, compassionate and creative in facilitating transformational change*. Central to this has been continuing our commitment to feminist and anti-racist practices – challenging ourselves to unlearn, to confront bias, and to build more inclusive and just ways of working.

A special moment for our team this year was officially welcoming Kemal as a Co-Director in September 2024. Kemal has been part of Caplor's journey from the very beginning – first as partner, then as an advisor, and more recently as 'Director of Collaboration'. It goes without saying that he brings a wealth of complementary and diverse skills to our shared leadership approach.

As our last Annual Report covering 10 years (read here) was so detailed, this annual report offers a smaller snapshot of the multitude of work we've done over the past year brought to life through the power of storytelling.

We are grateful to the many people and partners who continue to walk alongside us – challenging, inspiring, and propelling us all towards a more sustainable future.

Who we are and what we do

We develop resilient leaders, effective organisations, and contribute to a thriving world

We work with not-for-profits and businesses committed to sustainable change

Our Vision	Change makers creating a sustainable future
Our Purpose	To be courageous, compassionate and creative in facilitating transformational change
Our Values	Courage, Compassion, Creativity

About us

Since we were established in 2014, we have worked with more than 150 partners and clients across 50 countries. We are a not-for-profit based in the UK.

We provide support in leadership development, including coaching. We facilitate change processes, such as strategy renewal, organisational culture, effective governance and more. We amplify our impact – for example, by sharing our learning and resources, and promoting the work of our partners and clients. Read our strategy here.

We have four core team members, supported by a wider group of specialist advisors.

What Makes Us Distinctive?

- We work with you to bring about **sustainable, transformational change**
- We journey **alongside you** to find greater direction, balance and confidence
- We create dynamic and engaging opportunities for you to **learn and connect**

"Undoubtedly, what sets Caplor Horizons apart is their sincere commitment to making a meaningful impact on the lives they engage with." – Dr Ibtissam Al-Farah, Coordinator of Sisters Not Strangers Coalition

Our charitable objectives

1. To promote sustainable development for the benefit of the public by:
    - The preservation conservation and protection of the environment and the prudent use of resources;
    - The relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities;
    - The promotion of sustainable means of achieving economic growth and regeneration.

    And to advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large.

    Sustainable development means development which meets the needs of the present without compromising the ability of future generations to meet their own needs.
2. To advance the education of the public in their knowledge and understanding of effective leadership, strategy and management and to mentor, coach and provide training in and develop effective leadership, strategy and management skills to individuals, communities and organisations with particular reference to charities and the not-for-profit sector;
3. To advance community development by the promotion of civic responsibility, volunteering, the voluntary sector and the effectiveness and efficiency of charities; and
4. To advance such other exclusively charitable purposes as are compatible with the purposes referred to above, as the Trustees in their discretion think fit.

Our Year in Numbers

770

The number of **change makers we worked with**

19

The number of people we **coached**

130

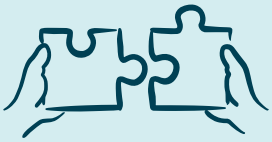
The number of sessions we delivered: **27% online, 73% in-person**

0

We continue to be a Carbon Zero organisation

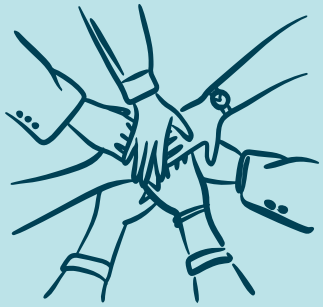
7

The number of **organisational strategies** we developed or renewed



256

The number of **volunteer days** from our **Advisors**



Value of their **contribution in kind**

£154k

5

The number of our **Ripple Papers** we updated or published

We worked with

31

organisations

to deliver their work across

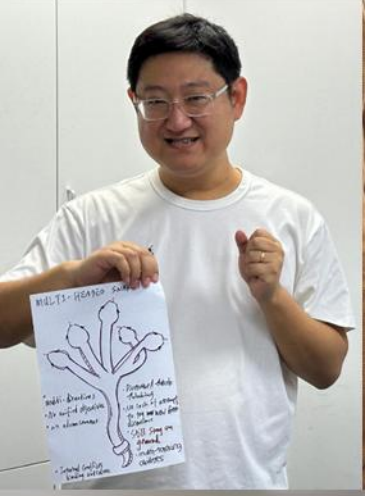
30

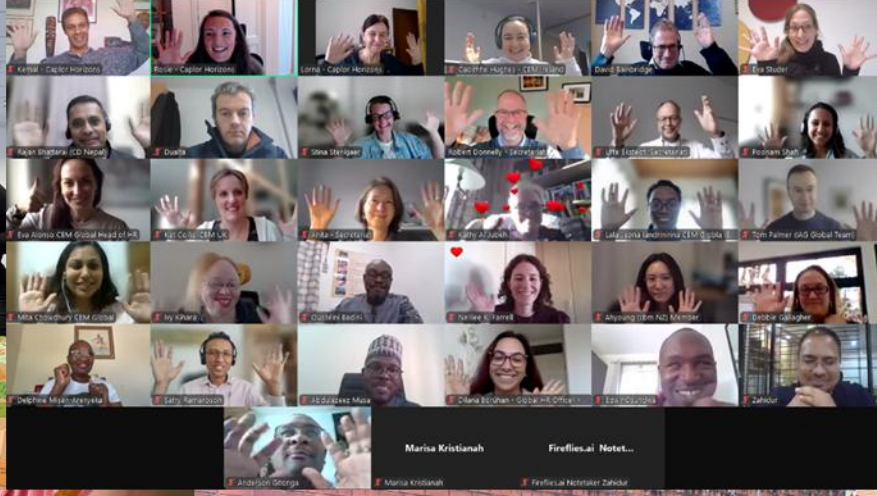
different countries

2000

The number of people our **newsletters** reached in over 30 different countries

"Caplor Horizons have provided exceptional guidance along with flexibility, reliability and commitment which has made our staff feel safe and supported throughout the process." – **Mary Rice, CEO of Environmental Investigation Agency**

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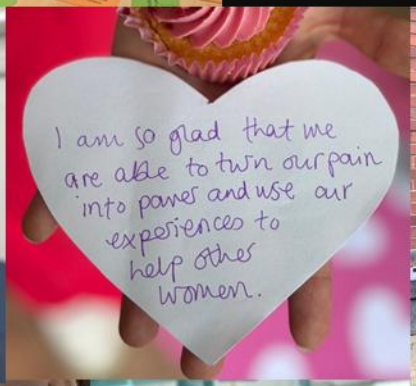

I am so glad that we are able to turn our pain into power and use our experiences to help other women.

SistersNotStrangers

Our impact this year

We are committed to understanding the deeper difference our work makes. That's why we don't just count activities – we reflect on the change those activities spark.

We define impact as *"the direct and indirect, intended and unintended, positive and negative long-term effects of an intervention."* In other words, we are interested not just in what we do, but in how it shifts behaviour, systems and mindsets.

We measure, capture and report on our impact to help us see what's changing, what's working, and where we can do better. This process helps us track progress against our strategy, celebrate the positive change our work contributes to, and continuously improve the way we operate.

Our approach to impact is grounded in our Theory of Change, symbolised by our 'ripples on a pond' model – recognising that change often begins with individuals, flows through organisations, and ultimately influences wider society.

The next few pages offer a few snapshots of our work – stories that bring our impact to life. Each one gives a flavour of the different contexts we work in, and the kinds of behaviour change we aim to support. We feature a global not-for-profit (CBM Global), a UK-based family business (Birds), and an international philanthropic organisation (Small Foundation), alongside examples of our thematic work – women and children (Ella's), displaced people (Sisters Not Strangers), and the environment (VoteClimate). We've also included a snapshot of our internal impact through our rebranding journey.

As you explore these stories, we invite you to consider:

What shifts in learning, thinking, or action can you see?

What ripples are being created?

Read more of our testimonials here

Snapshot of our work

CBM Global

Leading with Head, Heart and Hands

CBM Global works alongside people with disabilities in the world's poorest places to fight poverty and exclusion and transform lives

In 2024, CBM Global set out to strengthen leadership across its diverse Federation – spanning over 20 countries with 6 member countries, 12 country teams, and 6 technical teams.

We undertook two parallel streams of work, all online. The first stream was carried out through 4 workshops involving approximately 50 leaders from across the Federation.

This led to the development of a *'Leadership Way'*. This brings together 9 leadership attributes with other elements fundamental to their organisational culture, such as their values and foundational principles, and presents these in a coherent 'head, heart and hands' model.

As Robert Donnelly, International Director, shared:

"Thanks to the inclusive and facilitative approach led by Caplor, we now have a clear leadership standard and approach, widely embraced across the Federation, to guide our practice."

Alongside this, 30 leaders participated in a 12-month leadership development programme co-designed and co-delivered by Caplor Horizons and CBM Global.

This programme was successful:

90% of people reported a growth in their leadership skills

The following comments of two participants help illustrate the positive contribution made.

"Throughout the programme I was able to step out of my comfort zone and challenge myself to speak my thoughts to the wider group. Having the smaller breakout sessions really helped in growing my confidence."

"I enjoyed celebrating our diverse leadership styles that make us stronger and more accountable."

With a second year underway and a new cohort joining, the impact continues. By equipping leaders to listen deeply, reflect openly, and lead inclusively, CBM Global is not only transforming internally, but also strengthening its ability to drive change worldwide.

"Working with Caplor Horizons as our partners has been truly eye-opening and transformative. They are continuously a great support to us on our leadership development journey."

Snapshot of our work

Birds

A Recipe for Leading Change

Birds is a UK family-owned business with over 800 staff and 61 shops serving fresh bakery goods since 1919

In 2024, as the business faced a new era of leadership and shifting customer habits, Birds partnered with Caplor Horizons to guide a cultural and strategic transformation. This took a three-step approach:

Where are we now and what have we learnt?

To understand a *'breadth'* of people's views, we facilitated the company's first ever all staff survey. With a 75% response rate, it gave us a clear picture of the existing culture and a strong baseline to measure future progress.

We then facilitated focus groups with over 100 employees to explore the *'depth'* of feeling within the organisation.

As Lesley Bird and Jamie Bird, Joint Managing Directors, shared:

"Our employees found the experience enriching. They felt comfortable enough to interact with Caplor Horizons in an honest and open way. Their initial feelings of apprehension soon disappeared."

Where are we going?

Drawing on these insights, we helped Birds co-create a clear strategy summary and supported them to better articulate their desired culture and organisational values. We also contributed to conversations about their structure. Our focus was on a stronger sense of shared direction and greater clarity in communication across teams.

"With every session we develop more as a team, we become more aware of our colleagues. We become more focussed on achieving our goals in specific teams across the business as well as one big team."

How are we going to get there?

To bring the strategy and culture to life, we introduced a 'Transforming Leadership Programme' in early-2025 for 40 people across the business. In addition, we are providing coaching for key leaders. The focus is on enabling individuals to grow in confidence, lead more inclusively, and work together more effectively. Tools like the Caplor House have made learning practical and accessible.

"Caplor have challenged us, been patient with us, and provided the inspiration for those 'lightbulb moments'. They've given us the confidence to face the future head on."

Snapshot of our work

Small Foundation

Strengthening Team Culture

Small Foundation is an Irish philanthropic organisation, working to improve income-generating opportunities for people living in extreme poverty in rural sub-Saharan Africa

With a small international team working across multiple jurisdictions, collaboration, communication and adaptability are crucial to Small Foundation's success.

Since May 2024, Caplor Horizons has supported Small Foundation to strengthen their teamworking and organisational culture. Through in-person and online team sessions, we've helped deepen the team's understanding of individual preferences and behaviours, using the Caplor House model among others, while developing skills in communication and collaboration.

"I learned more about myself, I learned more about team perceptions of me, and I gained tools to think about how the team could work together more effectively."

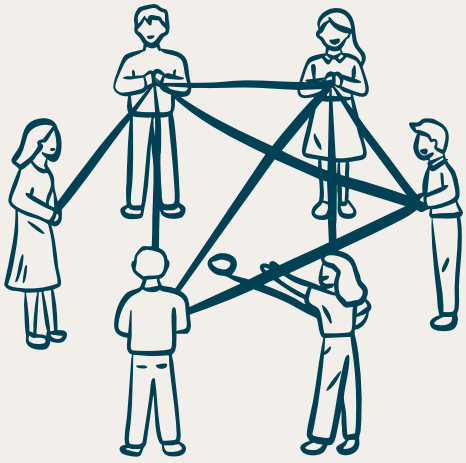
"One of the more useful personality exercises I've done, interesting to see where everyone landed. I like that Caplor Horizons emphasise fluidity."

More recently, we facilitated an inclusive process to co-create and bring to life Small Foundation's organisational values. According to Elizabeth Wilson, Deputy CEO, the process has been *"consultative and inclusive,"* with team members responding positively to *"the pace and diversity of the sessions as well as the quality and meaningfulness of the content."*

Elizabeth also shared her views on working with Caplor Horizons:

"I have found them to be responsive, creative and proactive in their suggestions and delivery. They go above and beyond in listening to our reality; they pay attention to detail."

We're proud to be part of Small Foundation's journey as they continue to grow their team's effectiveness and scale their impact in some of the world's most challenging contexts.



"I was a bit surprised by how much I enjoyed the session to be honest. I really enjoyed the strengths cards exercise. It was actually quite emotional and complimentary to hear what my colleagues think of me."

Snapshot of our thematic work

Women and Children: Centring Survivor Voices at Ella's

Ella's is a London-based charity supporting women who have survived trafficking and sexual exploitation. In 2023, it launched a Survivor Advisory Board – part of its commitment to centring survivor voices. The board comprises five women with lived experience of trafficking and exploitation. Facilitated by Rosie, the group meets regularly to guide Ella's' work. As 'experts by experience', members use their insights of UK support services to ensure Ella's is person-centred, inclusive, and sustainable. Their influence has already been significant: contributing to new staff roles, shaping safe house environments, and advising on communications.

"I am so glad that we are able to turn our pain into power and use our experiences to help other women"; "I feel grateful and privileged to be part of this group"; "We can speak out directly, rather than being spoken for"

Displaced People: Strategy and Sisterhood with SNS

Sisters Not Strangers (SNS) is a bold coalition of asylum-seeking and refugee women leading campaigns to end destitution and other inhumane asylum policies. Since late 2023, Caplor Horizons has worked alongside SNS to run workshops on feminist leadership, campaign strategies and fundraising. We also supported the team to develop a three-year strategy. Their clarity of purpose, investment in leadership growth, and commitment to inclusive organising has been deeply inspiring. With continued support, SNS is expanding its skills and reach, creating lasting change for displaced women across the UK.

"This coalition is a place of empowerment and respect... what we lost, when going through the asylum system, we have found here."; "Change has taken place not outside but within me. And I now feel able to transfer that inspiration to other women."

Environment: Amplifying the Work of VoteClimate

VoteClimate is a membership organisation in the UK that help you decide how to vote most powerfully for the climate. Our collaboration arose from an incubation process of an environmental advocacy initiative called The Commitment which subsequently joined forces with VoteClimate. Describing the journey, founder Ben Horton said,

"I started VoteClimate full of energy but with zero experience running a non-profit. William, Peter and the extended Caplor family have provided invaluable help, enabling VoteClimate to grow from an amateur enthusiasm to a sustainable, focussed, effective organisation, through their facilitation of key meetings, IT and strategy advice, mentoring and much more. For example, thanks to Caplor we have a strategy and plan, coherently charting the long, medium and short-term direction of VoteClimate."

This collaboration is a strong example of Caplor's commitment to environmental leadership – supporting grassroots action, capacity development, and amplifying voices for climate justice.

Snapshot of our work

Rebranding

A fresh new look at Caplor Horizons

We recently undertook a creative and thoughtful rebranding process – our first since Caplor Horizons began in 2014

Our aim was to refresh our brand to better reflect who we are and what we do, to raise our profile and voice, to enhance our resource accessibility, and to attract the kind of partners, work and conversations that matter to us.

This process was also part of our wider commitment of becoming an anti-racist organisation – examining the language and imagery we use, and ensuring they are inclusive and representative.

As part of this transformation, we identified our brand personality in terms of our traits & mood:

- **Traits** – *trustworthy, playful, reflective, creative, compassionate, courageous, wise, confident*
- **Moods** – *warmth, natural, energy, excitement, soul, safe hands, humour, difficult, messy*

We have also developed a new logo with flying geese, updated our colour palette combining burnt orange (energy, enthusiasm and warmth) with teal (balance, calmness and trust), developed a diverse range of new icons and graphics in a distinctive line-drawing style, and refreshed our website.

During our branding launch, we received the following feedback from our Caplor Community:

"The Caplor Horizons DNA shines through, and I think that the simplification of some of the graphics and messaging works incredibly well. I love it! The refreshed brand style is bold, cohesive and memorable - three of the most important factors when considering brand development." **Simon Oldroyd**

"It looks creative, fresh and engaging. Great work." John Berry

"Courageous, confident and inspiring." Mary O'Connell

"It looks professional yet welcoming, clear and informative but not corporate." Gareth Jones

"Love the new brand and colours and graphics - really clear and strong." Minke Van Til

The collective effort of the team ensured that the rebrand wasn't just a design project – it was a moment of reflection, connection, and alignment with our values. As one supporter put it, *"It's very Caplor."*

We look forward to heading into the future with a brand that feels true to who we are: creative, bold, and ready to journey alongside those we serve.

Reflection and Learning

Over the past year, we've taken time to pause, reflect and learn. Some of our key breakthroughs as a result include:

- Sharpening our strategic focus around **three core workstreams**: transforming leadership, leading change, and amplifying impact. Read our 'deeper diver' ripple papers on *'Essentials of Transforming Leadership'* (work in progress) and *'Essentials of Leading Change'*.
- Embedding our **feminist and anti-racist approaches** more deeply into both our strategy and day-to-day actions.
- Emphasising the importance of engaging with the **business sector** as well as the **not-for-profit sector**.
- Gaining greater clarity on our **approach to advocacy/influencing** – supporting our partners and clients to advocate on topics that matter to them, rather than directly advocating ourselves – unless in areas where we have a particular expertise e.g. shared leadership.
- Strengthening our **shared leadership ecosystem** through a review led by our board, further work on the Enneagram supported by Dr Lynne Sedgmore, and the articulation of our 10 guiding principles. Find out more in our updated ripple paper *'Essentials of Shared Leadership'*.
- Increasing our use of **Artificial Intelligence** to work smarter, not harder – whilst remaining alert to its limitations and ethical implications.
- Undertaking a **pricing review** that led us to increase our standard daily rate (for the first time since starting), while reaffirming our commitment to a tiered model that keeps our work accessible to those who might not otherwise be able to afford it.
- Having clarity of purpose in our **rebranding process** that enabled confident design and messaging choices, unlocking bold thinking by aligning our rebranding with our strategy renewal, embracing creativity, and letting go of "how it's always been".

We've also faced some challenges, many of which are not new...

- Making space to focus on our **internal development**, for example developing our fundraising, networks, resources, relationships etc, while at the same time **delivering our work** with our partners and clients.
- Navigating **differing working styles and preferences**, especially around pace and decision-making, while striving to strike the right balance between 'being' and 'doing'.
- Managing the impact of **increased UK and international travel** – financially, environmentally, and in terms of team capacity and health and wellbeing.
- Sustaining **wellbeing and resilience** when work with partners is emotionally intense or complex.
- Holding the tension between **financial sustainability and mission alignment** when choosing clients or projects.

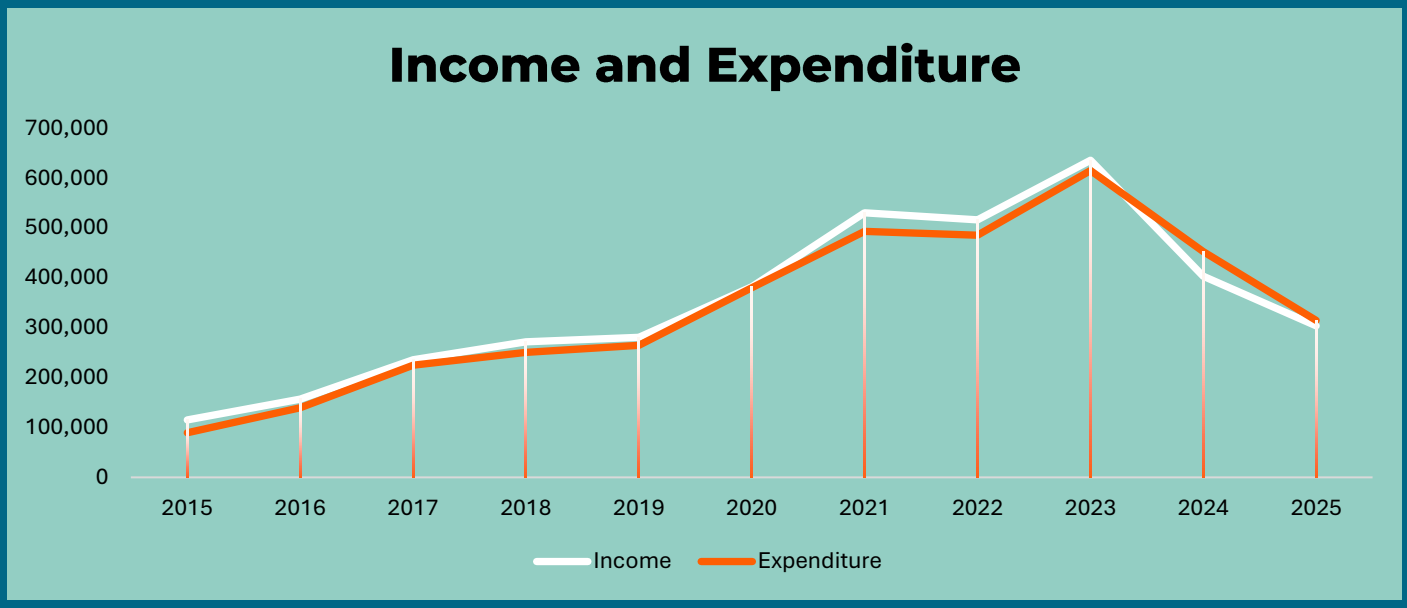
"Do the best you can until you know better. Then when you know better, do better."
– Maya Angelou

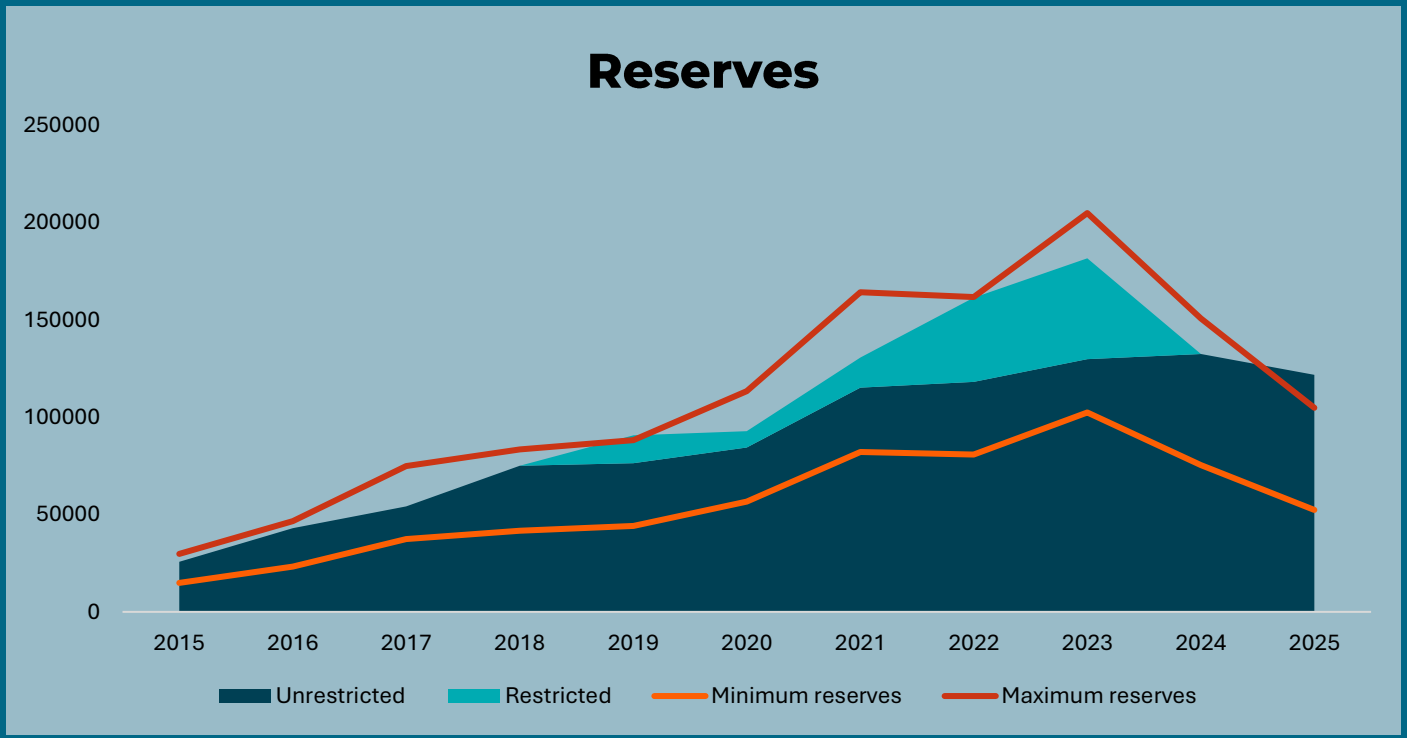
Finance Review

Caplor Horizons' total income for April 2024 to March 2025 was £303,667 and expenditure was £314,412, leading to an overall deficit of £10,745. The primary reason for the deficit was to reinvest our reserves in strategic initiatives and providing pro bono services. Our aim was also to gradually reduce our reserves which were exceeding our reserves policy.

As a result of this year, our unrestricted reserves level has decreased from £132,525 to £121,780.

Caplor Horizons' income, expenditure and funds over the last 11 years have been included in the graphs below. Income in this financial year decreased by approx. £99,500 compared to the previous financial year. This was due to a scaling down of The Commitment. Caplor Horizons' core work (unrestricted) actually saw an increase in income of approx. £40,000 and increase in expenditure of approx. £54,000.





Principal Funding Sources

Principal funding sources for Caplor Horizons are currently by way of grants and donation and earned income from our charitable activities.

Reserves Policy

Having taken stock of practice more widely in the sector externally, and considered various factors internally, including analysing income and expenditure trends, it has been agreed by Trustees that the free reserves held by Caplor Horizons should equate to a minimum of 2 months of average expenditure with an optimum target of 4 months. This means the minimum to optimum range is currently £52,402 to £104,804. We hold £118,262 in free reserves.

Investment Policy

All funds are currently held in current accounts and instant access deposits. The Trustees do not consider that funds are sufficient to consider long term investments.

Plans for Future Periods

As of 31st March 2025, Caplor Horizons has completed its third strategy cycle and will start a new strategy. This has also involved a rebranding process and refocussing of services and business model.

Structure, Governance and Management

Governing Document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. In addition, Caplor Horizons has produced a Governance Guide for Trustees. This is regularly updated.

Trustee Table

Name	Role	Appointment Date
Laura Adams	Chair of the Board	1 April 2015
Emma Hillyard	Trustee and Chair of the Finance Committee	3 December 2020
Shivani Singhal	Trustee	21 January 2022
Jonathan Kazembe	Trustee	21 January 2022
Elouise Mayall	Trustee	21 January 2022
Nimisha Sachdev Bhakta	Trustee	21 January 2022
Peter Moore	Board Secretary (not a Trustee)	
Sharan Kelly	Trustee	13 June 2024
Clement Mukuka Sindazi	Trustee	13 June 2024

Appointment of Trustees

As set out in the Articles of Association the Board of Directors shall consist of a minimum of 3 Trustees. Caplor Horizons has 8 Trustees appointed for their skills, experience and commitment they bring. A skills audit of Trustees has been undertaken and this can be found in the Caplor Horizons Governance Guide.

New Trustees are elected at the AGM or by the Board at a regular meeting. The legal constitution requires Trustees to retire by rotation every three years, but there is no legal maximum period. Accordingly:

- Trustees have a term limit of three years and can be reappointed up to twice
- Reappointment is not automatic and depends on a review by the Trustee and the Chair of the Trustee's contributions to the Board
- Trustees will in most cases serve for a maximum of nine years but may stand for re-election after a one-year gap
- The Chair will not be subject to a maximum term as Trustee of nine years
- There is no age limit for serving as a Trustee

Trustee Selection Methods

The Board operates two processes for selecting Trustees: a demand-driven gap-filling process and a supply-driven process responding to suitable individuals. In both processes the final formal steps involve paperwork prescribed in Articles 34 and 35 of the Articles of Association. In the gap-filling process, the Board as a whole or a special committee identifies gaps in the expertise and imbalances in the diversity of the Board based on a Trustee Matrix. In the recruitment process responding to suitable individuals, the Chair and Co-Directors meet from time to time (normally informally) to discuss the names of potential Trustees, either ones they or other Trustees have come up with, or individuals who might have approached the charity. More information can be found in our Governance Handbook here.

Trustee Induction and Development

During induction new Trustees are provided with opportunities to meet other Trustees online and in-person, as well as members of the Core Team. Where helpful they are paired with a 'buddy' (another Trustee). Further reading and relevant courses and information are also shared with them. Trustees are encouraged to take part in Caplor Horizons activities for their own learning. The Chair and Board Secretary also lead an annual process of review in which Trustees reflect on the performance of their work on the Board over the last year as part of a review of the Board as a whole. The review is in confidence and includes individual achievements and the scope for enhanced contributions or changes in role in the following year.

Trustee Engagement

Trustee meetings take place regularly and are supported by the following committees: Finance Committee and a People and Planet Committee. At the Trustee meetings, the Trustees review the performance against the strategy and areas of activity for Caplor Horizons, including reserves, risk and performance. The day-to-day administration and management are delegated to the staff and Advisor team.

The Co-Directors and Chair of the Trustees communicate on a regular basis; the Chair of the Finance Committee communicates on the financial performance and position to the Board of Trustees when it meets.

In accordance with the Charity Commission guidance on public benefit, the Trustees of Caplor Horizons confirm that they have given due regard to this guidance when reviewing the charity's aims and objectives. Caplor Horizons meets its public benefit requirement by being courageous, compassionate and creative in supporting individuals, communities, and organisations worldwide to enhance their leadership capabilities and sustainability practices, fostering positive social and environmental impacts globally.

Remuneration Policy

The salaries of staff are reviewed annually with the support of the People and Planet Committee; it is considered in line with the changing responsibilities, growth of the organisation alongside benchmarking within the sector.

Our Remuneration Policy takes into consideration three main areas: affordability, fairness and competitiveness. The pay ratio is monitored to underpin the commitment to fairness. It measures the factor by which the highest salary compares to the lowest. The policy is to keep this ratio within a limit of 3:1.

Risk Management

Caplor Horizons takes very seriously the management of risks to which the charity is exposed whilst at the same time, being an entrepreneurial organisation, which strives to make the most of all opportunities in pursuit of our vision and mission. Our approach to Risk Management therefore endeavours to strike a balance between mitigating and managing risks, while ensuring that the organisation retains the flexible, decentralised and responsive character that has enabled it to succeed and flourish in the early stages. We would characterise this as a 'risk-aware' rather than a 'risk-averse' approach, which emphasises the identification, anticipation, and active management of risks and related opportunities.

Caplor Horizons is committed to being an exemplar learning organisation. This is expressed in many ways, from the renewal of its strategy through to the way it carries out its programmes; also in the way it develops its policies and systems. In particular, Caplor Horizons has undertaken an ongoing policy review process to ensure that appropriate policies are in place and that they are at an appropriate standard – for instance, whistleblowing and safeguarding.

Risk Management Process: Trustees receive an update on organisational risks in the Co-Director's Report for discussion at Board meetings every quarter.

Sustainability Policy

Sustainability is central to everything we do. Our sustainability policy is of paramount importance to us. It informs and underpins all our other policies plus our handbooks. We recognise that issues relating to a sustainable future are complex and interconnected. It may involve trade-offs. Tackling one concern may have foreseen and unforeseen consequences, which may positively and negatively impact on many other issues. We define a "sustainable future" as one in which our 4Ps of sustainability are pursued boldly, simultaneously and effectively. These 4Ps are purpose, planet, people, prosperity.

Click here to read our Sustainability policy.

Safeguarding Policy

Protecting children, young people and vulnerable adults from harm is central to achieving our vision of achieving a world in which social, environmental and economic progress in balanced. Recognising we are following and sharing best practise in the sector and have robust safeguarding policy in place. DBS checks are carried out when required.

Click here to read our safeguarding policy.

Privacy Policy

Given EU regulations we are maintaining an up to date and effective data protection privacy protection policy.

Click here to read our privacy policy.

Reference and Administrative Details

Registered Company Number

08901760 (England and Wales)

Registered Charity Number

1157696/0

Registered Office

35 Scotch Firs
Fownhope
Hereford
HR1 4NP

Trustees

Laura Adams (Chair)
Emma Hillyard (Chair of Finance Committee)
Shivani Singhal
Jonathan Kazembe
Elouise Mayall
Nimisha Sachdev Bhakta
Sharan Kelly – *appointed on 13 June 2024*
Clement Mukuka Sindazi – *appointed on 13 June 2024*

Independent Examiner

Michelle Ferris FCA DChA
Albert Goodman
Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

Core Team

Lorna Pearcey (Co-Director)
Ian Williams (Co-Director)
Rosie Bishop (Co-Director)
Kemal Shaheen (Co-Director)

The trustee report was approved by the Board of Trustees

Signed Laura Adams LAURA ADAMS
29/9/25

Statement Of Trustee Responsibilities

The trustees, who are also the directors of Caplor Horizons for the purpose of company law, are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Caplor Horizons

Unaudited Financial Statements

For The Year Ended 31 March 2025

Charity registration number 1157696

Company registration number 08901760 (England and Wales)

Independent Examiner's Report

To the Trustees of Caplor Horizons

I report to the charity trustees on my examination of the accounts of Caplor Horizons ("the Company") for the year ended 31 March 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not comply with these records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a "true and fair view" which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Michelle Ferris FCA DChA
Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

Date 07 October 2025

Statement of Financial Activities

Including Income and Expenditure Account

For the year ended 31 March 2025

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Income from:							
Donations and Legacies	3	66,342	-	66,342	68,567	4,759	73,326
Charitable Activities	4	235,058	-	235,058	192,334	135,307	327,641
Investments	5	2,267	-	2,267	2,145	-	2,145
Total Income		303,667	-	303,667	263,046	140,066	403,112
Expenditure on:							
Raising Funds	6	-	-	-	-	-	-
Charitable Activities	7	314,412	-	314,412	260,403	191,893	452,296
Total expenditure		314,412	-	314,412	260,403	191,893	452,296
Net income/ (expenditure) for the year/ Net movement in funds		-10,745	-	-10,745	2,643	-51,827	-49,184
Fund balances at 1 April 2024		132,525	-	132,525	129,882	51,827	181,709
Fund balances at 31 March 2025		121,780	-	121,780	132,525	-	132,525

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Balance Sheet

As at 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**13**		3,518		4,173
Current assets					
Debtors	**14**	6,567		45,423	
Cash at bank and in hand		144,257		133,729	
		150,824		179,152	
Creditors: amounts falling due within one year	**15**	-32,562		-50,800	
Net current assets			118,262		128,352
Total assets less current liabilities			121,780		132,525
Income funds					
Restricted Funds	**17**		-		-
Unrestricted Funds	**17**		121,780		132,525
General unrestricted funds			121,780		132,525

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 29/09/25

Laura Adams LAURA ADAMS

Trustee

Company Registration No. 08901760

Statement of Cash Flows

For the year ended 31 March 2025

	Notes	2025		2024	
		£	£	£	£
Cash flows from operating activities	**20**				
Cash used in operations			9,308		-73,762
Investing Activities					
Purchase & Disposal of tangible fixed assets		-1,047		-2,502	
Investment income received		2,267		2,145	
Net cash used on investing activities			1,220		-357
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			10,528		-74119
Cash and cash equivalents at beginning of year			133,729		207,848
Cash and cash equivalents at end of year			144,257		133,729

Notes to the Financial Statements

For the year ended 31 March 2025

1 Accounting policies

Charity information
Caplor Horizons is a private company limited by guarantee incorporated in England and Wales. The registered office is 35 Scotch Firs, Fownhope, Herefordshire HR1 4NP

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

The trustees report an unrestricted deficit of £-10,745 (2024: £2,643 surplus) and a restricted surplus of £0 (2024: £51,827 deficit).

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is included in the Statement of Financial Activities (SoFA) when:

- The charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity or its subsidiary;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

The charity has incurred expenditure on support costs.

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Offsetting
There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

1.6 Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Individual fixed assets costing £1000 or more are capitalised at cost.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings: 10% reducing balance
Computers: 33% reducing balance

1.7 Impairment of fixed assets
At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments
The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets
Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities
Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits
Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Taxation
As a registered charity, Caplor Horizons is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

1.13 Pension Costs
Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements
In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Total 2024 £
Donations	66,342	-	66,342	73,326
For the year ended March 2024	*68,567*	*4,759*		*73,326*

4 Charitable Activities

	2025 £	2024 £
Sales within charitable activities	218,058	177,334
Performance related grants	17,000	150,307
Other income	-	-
	235,058	327,641

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Total 2024 £
Analysis by fund	235,058	-	235,058	
For the year ended March 2024	*192,334*	*135,307*		*327,641*

Performance related grants

	2025 £	2024 £
Miranda Trust	-	134,807
CB & HH Taylor Trust	10,000	10,000
Oakdale Trust	7,000	5,000
EFN	-	500
	17,000	150,307

5 Investments

	Unrestricted Funds 2025 £	Unrestricted Funds 2024 £
Interest Received	2,267	2,145

6 Raising funds

	2025	2024
	£	£
Fundraising and publicity	-	-
Other fundraising costs	-	-

7 Charitable activities

	2025	2024
	£	£
Staff costs	241,559	345,685
Advisor Fees	-	3,308
General expenses	236	8,904
Insurance	2,568	2,495
Foreign Currency gains	112	- 84
Postage, freight & courier	20	42
Travel - International	10,876	7,270
Travel - National	26,272	31,273
Legal Expenses	-	1,297
	281,644	400,190
Share of support costs	30,248	49,906
Share of governance costs	2,520	2,200
	314,412	452,296
Analysis by fund		
Unrestricted funds	314,412	260,403
Restricted funds	-	191,893
	314,412	452,296

8 Support costs

	Support costs	Governance costs	2025	2024	Basis of allocation
	£	£	£	£	
Depreciation	1,703		1,703	1,852	Support
Advertising	-		-	8,034	Support
Audit & accountancy	4,682		4,682	6,723	Support
Bank fees	489		489	806	Support
Subscriptions	718		718	1,104	Support
IT maintenance	9,159		9,159	17,870	Support
Printing & stationery	610		610	328	Support
Staff training	11,599		11,599	12,724	Support
Telephone & internet	1,289		1,289	465	Support
Independent Examination Fees		2,520	2,520	2,200	Governance
	30,248	2,520	32,768	52,106	

9 Net movement in funds

	2025	2024
	£	£
Net movement in funds is stated after charging/crediting		
Independent examination fee	2,520	2,200
Independent examination fee under accrual from prior period	120	20
Depreciation	1,703	1,852
Loss on disposal of assets	-	1,083

10 Trustees

During the year, one trustee received expenses from the charity totalling £206 (2024: 4 trustees, £629). These expenses were for travel and accommodation for board meetings.

During the year, no trustees made donations to the charity (2024:NIL).

No trustees received any other payments or remuneration (2024: £NIL).

11 Employees

Number of employees
The average monthly number of employees during the year was:

	2025	2024
	Number	Number
	4	7

Employment costs	2025	2024
	£	£
Wages and salaries	210,000	302,370
Social security costs	18,959	26,460
Other pension costs	12,600	16,855
	241,559	345,685

No employee received emoluments in excess of £60,000 (2024: £NIL).

Key Management Personnel

The key management personnel of the charity comprise the Co-Directors as detailed in the Trustees Report. The total employee benefits of the key management personnel of the charity was £241,559 – 4 Co-Directors (2024: £184,919 – 3 Co-Directors)

12 Other

	Unrestricted funds	Total
	£	£
	2025	2024
Net loss on disposal of tangible fixed assets	-	1,083
	-	1,083

13 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2024	1,419	10,163	11,582
Additions		1,047	1,047
Disposals	-	-	-
At 31 March 2025	1,419	11,210	12,629
Depreciation and impairment			
At 1 April 2024	808	6,601	7,409
Depreciation charged in the year	61	1,641	1,702
At 31 March 2025	869	8,242	9,111
Carrying amount			
At 31 March 2025	550	2,968	3,518
at 31 March 2024	611	3,562	4,173

14 Debtors

	2025	2024
Amounts falling due within one year:	**£**	£
Trade Debtors	5,451	30,127
Other Debtors	472	14,658
Prepayments and Accrued income	638	645
	6,567	45,423

15 Creditors

	2025	2024
Amounts falling due within one year:	**£**	£
Taxation and social security	21,019	6,870
Trade Creditors	2,907	4,212
Other Creditors	25	26,054
Accruals	2,750	3,900
VAT	5,861	4,750
Deferred Income	-	5,014
	32,562	50,800

16 Deferred Income

Income in advance of service delivery	**2025**	**2024**
	£	**£**
Balance brought forward	5,014	-
Income received		5,014
Income released	-5,014	
	-	5,014

17 Movement in Funds

	Opening Balance at 01/04/2024	Incoming Resources	Resources Expended	Balance at 31/03/2025
Restricted Funds				
	-	-	-	-
Unrestricted Funds	-			-
General Funds	132,525	303,667	-314,412	121,780
	132,525	303,667	-314,412	121,780

Movement in Funds 2023-24

	Opening Balance at 01/04/2023	*Incoming Resources*	*Resources Expended*	*Balance at 31/03/2024*
Restricted Funds				
The Commitment	*44,602*	*140,066*	*-184,668*	-
Children Watch	*7,225*		*-7,225*	-
Unrestricted Funds	-			-
General Funds	*129,882*	*263,046*	*-260,403*	*132,525*
	181,709	*403,112*	*-452,296*	*132,525*

18 Analysis of net assets between funds

	Unrestricted 2025	**Restricted 2025**	**Total 2025**	Unrestricted 2024	Restricted 2024	Total 2024
Tangible Assets	3,518		3,518	4,173	-	4,173
Current Assets	150,827		150,827	179,152	-	179,152
Current liabilities	-32,562		-32,562	- 50,800	-	- 50,800
	121,783	-	121,783	132,525	-	132,525

19 Related party transactions

There were no related party transactions in the year to March 2025 (2024: no related party transactions)

20 Cash generated from operations

	2025	2024
	£	£
Surplus for the year	-10,745	- 49,184
Adjustments for		
Investment income	-2,267	- 2,145
Gain or loss on fixed assets		
Depreciation	1,703	1,852
Movements in working capital		
Decrease (increase) in debtors	38,858	31,305
Increase (decrease) in creditors	-18,238	-55,590
Increase in deferred income		
Cash generated from operations	9,312	-73,762

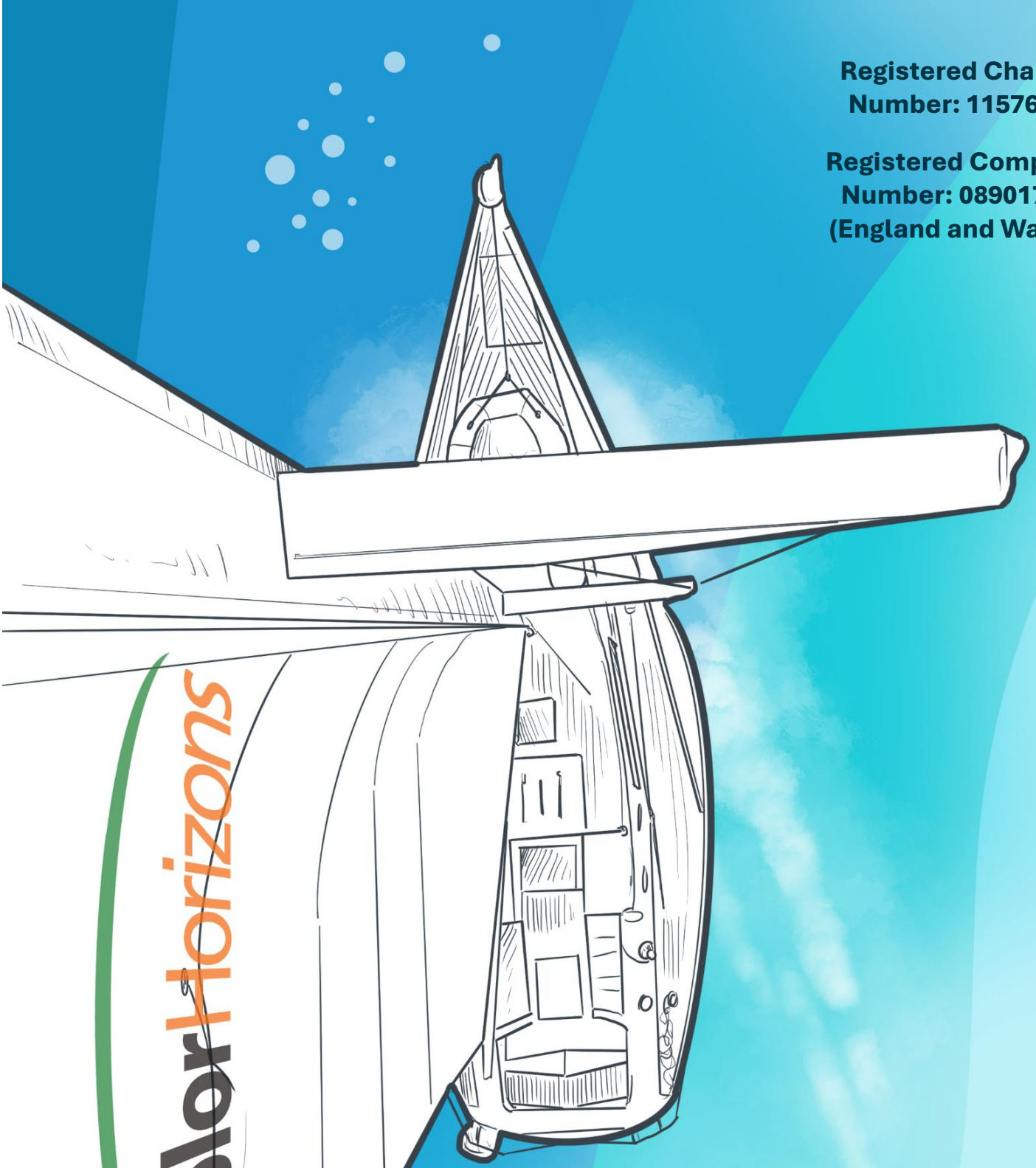
CAPLOR HORIZONS

England & Wales - Charity number 1157696

Accounts

Registered Charity Number: 1157696

Registered Company Number: 08901760 (England and Wales)



Caplor Horizons 2023-2024 Annual Report

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About Caplor Horizons

Caplor Horizons began its voyage on 1st April 2014. From the outset, we were clear that we wanted to contribute to a movement for change. We sought to form an organisation that would influence other organisations to learn differently, think differently and act differently – enabling them to embark on their own transformative journeys.

We work locally, nationally and internationally to help other organisations to be more effective and sustainable, helping to maximise their opportunities for positive impact.

Between 2014-2024 we have worked with over 150 partners and clients in more than 50 countries. Organisations focusing on a broad range of profoundly important issues including, amongst many more: gender justice; the prevention of caste discrimination; the trafficking of women; modern slavery; protection of the environment and biodiversity; food security; disaster and emergency response; poverty reduction.

In all of this work our purpose is *to be courageous, compassionate and creative in facilitating transformational change* with an intention of making a meaningful difference to people, organisations, communities and the wider world.

Objectives and Activities

Our Vision: Change makers creating a sustainable future

Our Purpose: To be courageous, compassionate and creative in facilitating transformational change

Our Values:

- *Courage* – We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations
- *Compassion* – We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others
- *Creativity* – We learn, think and act differently, and are innovative and resilient in an ever-changing world

Our charitable objectives are:

1. To promote sustainable development for the benefit of the public by:

    - The preservation conservation and protection of the environment and the prudent use of resources;
    - The relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities;
    - The promotion of sustainable means of achieving economic growth and regeneration.

    And to advance the education of the public in subjects relating to sustainable development and the protection, enhancement and rehabilitation of the environment and to promote study and research in such subjects provided that the useful results of such study are disseminated to the public at large.

Sustainable development means development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

2. To advance the education of the public in their knowledge and understanding of effective leadership, strategy and management and to mentor, coach and provide training in and develop effective leadership, strategy and management skills to individuals, communities and organisations with particular reference to charities and the not-for-profit sector;
3. To advance community development by the promotion of civic responsibility, volunteering, the voluntary sector and the effectiveness and efficiency of charities; and
4. To advance such other exclusively charitable purposes as are compatible with the purposes referred to above, as the Trustees in their discretion think fit.

A decade of transformative journeys

This Annual Report not only shares some of the activities, performance and achievements during the last year (April 2023 to March 2024), but also gives a summary of our 10-year Impact Report marking our tenth birthday (April 1st 2024) showing our overall impact and achievements to date. You can read the full Impact Report (*A Decade of Transformative Journeys)* **here.**

The last ten years have been a transformational journey for us and for the very diverse and inspiring individuals, teams and organisations that we have had the opportunity to work with. Every year we have approached our impact assessment and annual reporting process in a fresh way. This time we have generated a study of studies. We have analysed each of our previous nine annual reports; at the same time, we have incorporated insights from the latest year – the one running up to our big birthday.

In terms of the methodology for this Annual Report, we used a way of thinking about transformational change to identify themes and then to dive deeper into the learning process. In this way of thinking, change is seen as a movement from equilibrium (stability, harmony or order) through disruption (chaos, dissolution or disorder) and then to transformation (emergence, reintegration or reorder) in a continual spiral rather than a closed loop. Each chapter of the full Impact Report was correspondingly divided into three parts: equilibrium, disruption and transformation. We used this methodology creatively, rather than rigidly, to discern emerging patterns and the implications for our future strategy; to celebrate successes; and to challenge ourselves to identify what we can and must do better going forwards.

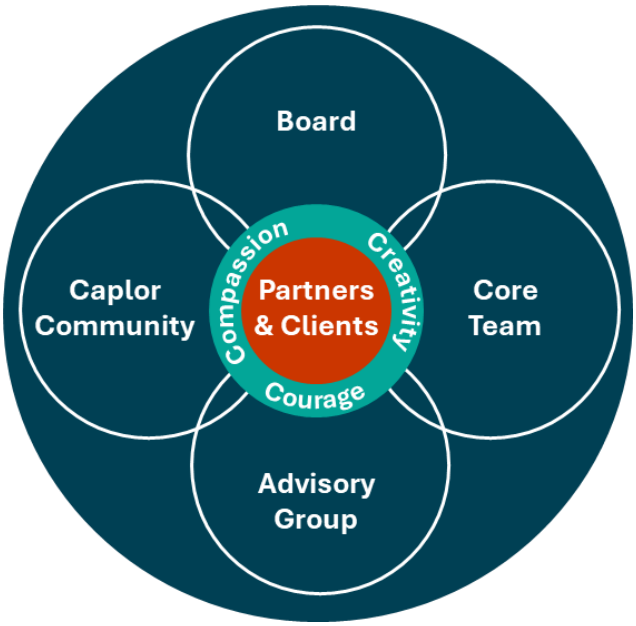
As a result of the Impact process, we distilled seven themes or **transformative journeys**. These are about: (i) Leadership; (ii) Learning; (iii) Community and Collaboration; (iv) Inclusion and Equality; (v) Navigating Uncertainty and Change; (vi) Innovation; (vii) Personal Reflections.

By personal reflections, we mean the four individuals in the core team at the ten-year milestone: Rosie Bishop, Kemal Shaheen, Lorna Pearcey and Ian Williams. We share leadership in dynamic, changing and unconventional ways, deepening our learning individually and collectively as we do this. During the first months of the life of Caplor Horizons, Lorna and Ian started working together; from the outset they worked in synergistic ways that challenged, complemented and valued one another. In the

turbulent '*start up'* years that followed, when everything seemed precarious and new Kemal started proactively contributing in very significant ways, though not until later, in 2022, as an employee. Rosie joined in 2018. She very soon became a vital part of the shared leadership story. During the Impact process, we were challenged on the first iteration that we had not profiled ourselves enough, not shared our own stories. Hence a chapter called '*Transformative Journeys Within'*.

As well as our core team, we are fortunate to have an advisory group of specialists. Whilst some advisors have come and gone, others have been involved long term, some since 2014. This is quite something given that advisors have been so instrumental to our development. All have contributed at voluntary or reduced rates. In contributing to our work, our advisors tell stories about how they '*get*' as well as '*give*'. This two-way exchange is pivotal to our approach. In our early years, advisors were greatly involved in the design and delivery of activities. As the relevance and appropriateness of this aspect significantly reduced over time, so too did the number of advisors, from around 50 to 25. Today advisors are mostly focused on strengthening our organisational effectiveness to enable us, in turn, to work more impactfully with our clients and partners and to share useful learning beyond our day-to-day activities (mainly via the resources available on our website): e.g., Denise Mulligan has deepened our perspectives and refined our approach to coaching; Clive Hyland, has encouraged and enabled us to underpin our work and resources with emerging insights from neuroscience.

Furthermore, we have a community of hundreds of people that have connected with us, predominantly through workstreams with clients or partners. When workstreams finish many people become part of our community, including taking part in webinars. During the Impact process, it became clearer that a strength of our community is that people across this network increasingly connect with each other in useful ways (via an introduction from us, or by themselves). This is steadily extending the reach of our work, notably in sharing our resources and learning more widely. We were challenged during the Impact process to be more courageous in the future about ways to spread the word about what we do and have learnt (e.g., through media like podcasts to reach a bigger audience).



Another thing that became clearer during the Impact process, is the positioning of our clients and partners at the centre of our focus. Accordingly, a new iteration of our structure emerged with clients and partners in the middle. Whilst this is not new – as our raison d'être has always had the organisations we work at the heart of everything – we wanted to make that visually much clearer.

Through all our work we are committed to a partnership-based approach – hence why we often prefer to call our clients "our partners". This does not mean we expect to have a formal 'partnership agreement', but that we are committed to equal relationships and mutual respect from the outset. This way of working often leads to lasting relationships with key individuals, including sometimes continuing as they move from one organisation to another. As with advisors, this involves a two-way exchange: e.g., the mutual and profound learning with Fiona Dowling, Ralph Sequeira and Dean McGlaughlin arising from our engagement on a variety of workstreams with Edmund Rice Development (since 2015); or Heydi Foster-Breslin in our work with her and her colleagues, initially at Misean Cara, then at An Cosán (again since 2015).

At any one time we are working with around 10-20 organisations. Mostly these are not-for-profits through we have always worked with a handful of responsible businesses too. In reflecting about this, we realised that we have exceeded expectations in working with an incredibly diverse range of organisations over the ten-year period. At the same time, we have remained true to our original business model, and founding commitment, of especially providing input to small and medium sized not-for-profits that might not otherwise be able to afford such services.

Over the years, we have honed our contribution with individuals, teams and organisations, supporting them to lead change in one way or another. Again, consistent with our original business model – though greatly improved since 2014 – our activities remain focused on strategy, leadership and teamworking, organisational culture, governance, coaching, mentoring and impact assessment. What is different, however, is that over time, we have increasingly had relationships encapsulating all elements: e.g., our multi-faceted and multi-annual work with the Environmental Investigation Agency to facilitate processes to strengthen organisational effectiveness.

The approach to our finances enables us to focus on small and medium sized organisations, although we strive to provide all organisations, regardless of their size, with great value for money. This is practically possible due to the combination of: (a) staff and advisor input, typically two people facilitating at the cost of one; (b) earned income (the money we receive for the workstreams we facilitate); (c) the grants and donations we receive from our generous supporters, most importantly Kay and Richard Harvey who have strategically supported us over the years in a very major way.

As far as we understand, we remain highly distinctive regarding our business model and foundational strategy.

Standing back over the ten years we have found that so much is about our relationships with people. When we have made a significant difference, it is because we have connected in a meaningful way with people to facilitate change and transition towards new horizons.

To add to this, during the Impact process we realised that facilitating journeys of transformational change has involved three overarching considerations:

Firstly, encouraging others to have sufficient self-belief and confidence in themselves. This was a key observation of Charles Handy, our thought leadership advisor, when we shared a draft of our Impact

Report with him. Hence the relevance of our affirming, strengths-based approach, and other ways we help people reveal what their potential is and encourage them to achieve it.

Secondly, being driven by an increasingly well-defined and compelling sense of purpose about the need to recognise and respond to issues of *environmental and social injustice*. Over the years our vision and purpose statements, along with our articulation of organisational culture, have changed to reflect this, as has our operational focus: e.g., in recent times, inspired by our board member Jonathan Kazembe, we have increased our engagement with organisations that work with refugees and asylum seekers, such as Sisters Not Strangers.

Thirdly, appreciating the need to be guided by our values of courage, compassion and creativity. Indeed, realising that we strived to live our values well before we had formally articulated them. Various advisors and staff have epitomised these values in designing and delivering our work, such as Dan Bishop who has been such an important part of our story. Plus, we have been able to discern the value of our values when working with our clients and partners: e.g., with Dharohar in Udaipur led by Shivani Singhal who has demonstrated these values in her work and the spirit of mutual exchange, including becoming one of our trustees.

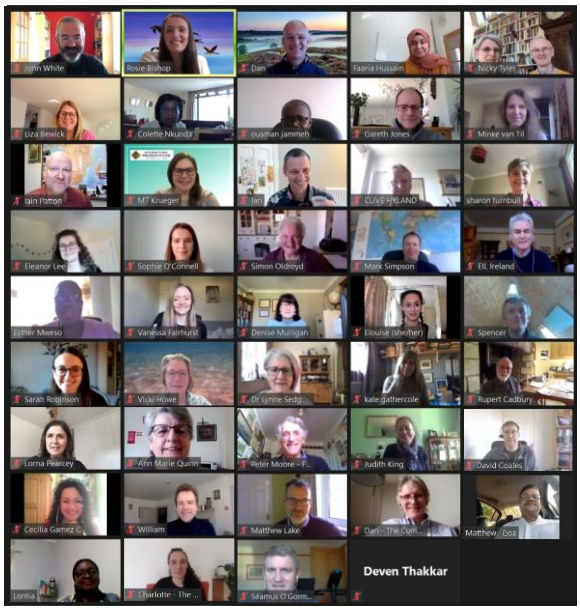
Our Annual Report is a snapshot of the Impact Report which is substantial. What follows are just a few highlights from the various chapters of the ten-year Impact Report.

The Introduction and About Caplor Horizons

These sections of the Impact Report set the scene by giving additional insights about the methodology and then extra organisational background, such as explaining more about our values and what they mean to us. Standing back from the details, four overarching external and internal drivers can be identified.

As an external driver, the climate change and biodiversity crisis, and our commitment to responding to environmental injustice, led to the incubation of The Commitment, an advocacy project (from April 2019 to March 2024). William Eccles was inspirational in co-founding this and he became part of our shared leadership journey during a five-year period. The Commitment has now been transferred to VoteClimate, a different host (as was always intended). Stepping back from this, we mainly work with established organisations. However, over the ten-year period we have incubated The Commitment and one other environmental organisation, The Great Collaboration, albeit this was on a far smaller scale.

Covid 19 led us to shift online entirely for a while. We wondered at first if we could survive. It required an immediate change. As the dust settled, we realised we had useful skills already. It was very challenging though we learnt a lot. We now combine online and in person working in better ways as a result. Linked to online working, we are living in a world of accelerating and transformational technological change. This has been a major external driver. Deven Thakkar, our IT Advisor, has been pivotal to enabling us to deal with this, most recently lifting our sights about Artificial Intelligence in a webinar with our Caplor Community.



The number of '*Ripple Papers', 'Caplor droplets'* (videos) and related learning resources that we have created, alongside designing and delivering our day-to-day workstreams with clients, has been a key internal driver: in essence, we have found our voice and shared our learning with others. Our resources are freely available via our website and have been used by countless people around the world. Many people have been involved, all contributing at no cost. A person who has authored or co-authored so much of what has been created is Professor Sharon Turnbull, our Organisational Development Advisor. Another is Dr Peter Moore, our Board Advisor. Both have contributed to our work in a myriad of other ways too. The people that generated a significant amount of our resources for use in facilitation, such as our Caplor House, are Dr Ann Alder and Dr Geoff Cox, Experiential Learning specialists. We are hugely appreciative to these and many other people.

The early years involved a lot of development activities to enable us to deliver what we do, including establishing our brand and putting in place foundations such as policies and systems. As such, organisational building has been another significant internal driver. We simply could not be anywhere near where we are today without the immense contribution of Simon and Ben Oldroyd who – mainly behind the scenes – devoted an abundance of creativity, skills and energy.

Transformational Journeys in Leadership

Arguably the most important highlight in this chapter is about how we have reinvented ourselves and our approach to facilitating processes to help individuals, teams and organisations lead change. In doing this 'outer work', we committed to a lot of 'inner work', including about different forms of leadership and exploring important issues, particularly around power. Many people have helped us in the journey, especially Dr Lynne Sedgmore who has been a profound challenge and support to us, including through deepening our engagement with relevant tools like the Enneagram.

Transformational Journeys in Learning

The most significant point in this chapter is about how we have been challenged and challenged ourselves to be open about ourselves and our work. Most importantly work that has not gone well or required us to take a deeper dive to unlearn what we thought we knew. This is easier as time passes because we have an increasingly robust track-record. Therefore, being vulnerable, especially externally, feels less risky than in the early days. We have increasingly realised the importance of leading by example in sharing our vulnerabilities.

Transformational Journeys in Community and Collaboration

A key point in this chapter is not only how we have worked with organisations wrestling with collaboration issues, especially complex forms such as federations, it is also about how we have devoted attention to increasing our learning and resources on this subject. A breakthrough emerged from an action research initiative that Seamus O'Gorman led; this being the development of new materials to assist collaborative processes along with identifying elements that lead to their success. We are mindful that we have learnt the most from people within our community about collaboration along with all other facets of organisational effectiveness: people such as Ester Mweso, Baai Jaabang, Abhina Aher, Karol Balfe, Emily Chalke and Minke van Til, all highly experienced leaders in the NGO sectors in Malawi, The Gambia, India, Ireland and the UK respectively.

Transformational Journeys in Inclusion and Equality

We strive to continually challenge ourselves and step beyond our comfort zones when it comes to issues of injustice, inequality, discrimination and inclusion. This is about 'transforming' not simply 'performing'. In this respect, we particularly appreciate the outstanding contribution of Saf Ghapson and Chandra Ladwa. This stretches back to unconscious bias sessions near the beginning of our journey through to more recent years when they have facilitated our journey towards becoming an anti-racist organisation, including developing a strategy, with a theory of change, to commit, understand and act.

Transformational Journeys in Navigating Complexity and Change

What emerges in this journey is the importance of recognising the stresses, anxieties and other difficulties involved with navigating complexity and change and how this influences individual, team and organisational resilience. We have learnt a lot from working with clients and partners; e.g., organisations supporting refugees and asylum seekers. A great deal of our expertise and resources relate to change and transition. We increasingly encourage and support people to prioritise steps to strengthen their resilience, including their improving health and wellbeing.

Transformational Journeys in Innovation

The early years felt innovative: in part as there are no other organisations quite like Caplor Horizons (at least that we have come across); in part given the gulp factor of beginning from scratch. And, whilst we had a fledgling strategy and business model – based on over 100 conversations with people about what we do – Lorna and Ian pretty much made it up day to day, often using the saying that we are *"building the ship as we sail along"*. Our founding chair, John White, brought key start up expertise and practical questions like: *"how much money do we have in our account?!"* Pivotal supporters, like Rupert Cadbury, backed us from the outset. The other time that felt innovative was starting The Commitment. As Richard Harvey, in one of our monthly mentoring calls, summarised: it felt like it was 11/10 important to the world, yet it was also 11/10 difficult to make happen, even given the remarkable generosity of William, in his time and spirit, and the Miranda Trust, in its resources. It proved

very difficult at times, calling on our values of compassion, creativity and courage. This was linked to its significant size and the demands on core team energy.

Transformational Journeys Within

Rosie, Kemal, Lorna and Ian have shared insights about their individual journeys in this chapter. What stands out is the individual and collective learning. We know that we need to keep being challenged and challenging ourselves. Otherwise, yesterday's high performance will not be sustained and improved upon.

Conclusion

'Do the best you can until you know better; then, when you know better, do better.' Maya Angelou

We use this quote a lot in our work. We are committed to improving what we do. We close with great appreciation: to the clients and partners we work with who provide so much inspiration; to our advisors who have contributed to help make Caplor Horizons what it has become; and to our supporters, who have been hugely generous.

Activities & achievements from last year

01/04/2023 to 31/03/2024

Here are some insights from the year running up to our big birthday. We were delighted that in January 2024 the first cohort of people completed our **Emerging Leaders Programme**, co-created with our partner Refugee Action (more than 20 participants from 8 different organisations supporting refugees and asylum seekers around the UK took part in the programme). The programme which ran over 8 months between April and December 2023, consisted of a mixture of online and in-person training modules designed to increase the knowledge, skills and confidence of 'experts by experience' (people with lived experience of being a refugee or asylum seeker). It supported them to take significant steps towards fulfilling their leadership potential and bringing about meaningful change in their communities. Key learning included enhanced self-discovery and growth around their authentic leadership, more effective communication and collaboration and greater confidence, self-belief and commitment. Click here to find out more about the impact of this work.

In December 2023 we were excited to begin work with our **new partner CBM Global to co-create and launch a federation wide leadership programme**. CBM Global works alongside people with disabilities in the world's poorest places to transform lives and build inclusive communities where everyone can enjoy their human rights and achieve their full potential. The programme is helping to build collaboration across the federation, agreeing a shared leadership way while giving leaders skills to strengthen leadership capacities.

During the last year we have helped a broad range of different not-for-profit organisations to **renew strategies** – supporting them to embark on their own transformative journeys as they seek to improve lives and communities. Over the last 12 months just some of the organisations that we have been privileged to work with include: Irish Association for Social Inclusion Opportunities – a national frontline service supporting people caught up in Ireland's criminal justice system to break the cycle of offending; Redbrick – an innovative community-owned social enterprise, situated between Glastonbury and Street in Southwest England; African and Caribbean Support Organisation in Northern Ireland – a community-based organisation working to alleviate the pressures experienced by communities who are socially and economically disadvantaged; World Vision Ireland – an international development charity helping the most vulnerable children in the most difficult places overcome poverty; The Irish Emergency Alliance – a coalition of 7 leading humanitarian agencies in Ireland who come together to raise funds when disasters strike.

After many years of dedicated learning and unlearning we developed our first **Anti-Racism Strategy**, facilitated by two of our advisors Chandra Ladwa and Saf Ghapson. We define anti-racism as *the courage to constructively and consistently challenge racial prejudice and systemic racism.* Within this strategy our vision is "to be an antiracist organisation" and our mission is "to individually and collectively commit, understand and act against racism." Our journey to this point has been long, challenging, and uncomfortable at times. However, it has also been rewarding, insightful, interesting and extremely

worthwhile. This strategy and associated priority actions has been integrated into our annual 'plan on a page'.

The Commitment, an environmental initiative that we have been incubating for the past 5 years, has been transferred to an environmental advocacy organisation, VoteClimate. It has similar goals and approach and is well placed to be an effective new host. We are committed to continuing to support VoteClimate going forwards. We continue to believe in the importance of government-led action on climate change and biodiversity loss. Peter Moore and William Eccles, supported by Deven Thakkar and Blaise White, have been instrumental in facilitating this smooth transition.

We have continued to evolve our **Caplor Community as a learning and collaboration space**. Over the last 12 months we held three webinars. With more than 200 people registering these have brought together international participants from Africa, Asia, Europe, North and South America.

The first, in March 2023, introduced the **Caplor Coaching Way**.

The second, in November 2023, explored **shared leadership** – hearing from guest speakers Samson Hailu Bekele (former Co-CEO of Water for People), Minke Van Til (Co-Director of Ella's) and talking about our own experiences of shared leadership.

"The staff days were fun, insightful and sometimes challenging – always leading to clear outcomes. The use of the Caplor House was extremely beneficial and really helped us understand our staff." **Gillian Barnett, World Vision, Ireland**

"Our association with Caplor Horizons exemplifies a partnership driven by mutual respect and a shared vision for transformation. They have unwavering commitment to excellence, coupled with profound facilitation skills and comprehensive knowledge of training programme dynamics." **Ibtissam Al Farah, Refugee Action, UK**

"Part of the Caplor Horizons support package included individual coaching sessions. I have found this to be extremely rewarding and useful particularly in helping me deal with the multitude of challenges facing an alliance organisation." **Brian Casey, Irish Emergency Alliance, Ireland**

And in March 2024 we held a webinar asking our community – 'how can we harness the potential of **Artificial Intelligence** for good?'

In March 2024 we concluded a **trustee recruitment** process and are delighted to welcome Sharan Kelly and Clement Sindazi to our Board. Sharan is from Ireland, and we have most recently engaged with her as Chief Executive of IASIO; we first met when she was Chair of Dóchas. Clement is from Zambia and has been involved with various leadership roles connected with our partner Edmund Rice Development. Both will bring a wealth of valuable experience and skills.

Our Journey in Numbers

10 years old!

50 countries worked in

Learning differently
Thinking differently
Acting differently

5000+ change makers took part in over 1,200 online and in-person sessions focussing on strategy, leadership, teamworking, governance, culture, fundraising and more!

100 senior leaders and CEOs received coaching

80 organisational strategies have been developed and implemented

2500 people in 30 countries were receiving our monthly updates

200 learning resources and papers were produced

20 of our advisors helped co-create our book

2 environmental initiatives were incubated

£3.5m

of total income in the last decade – 60% from our charitable activities and 40% from grants and donations on average.

150 partners and clients including...

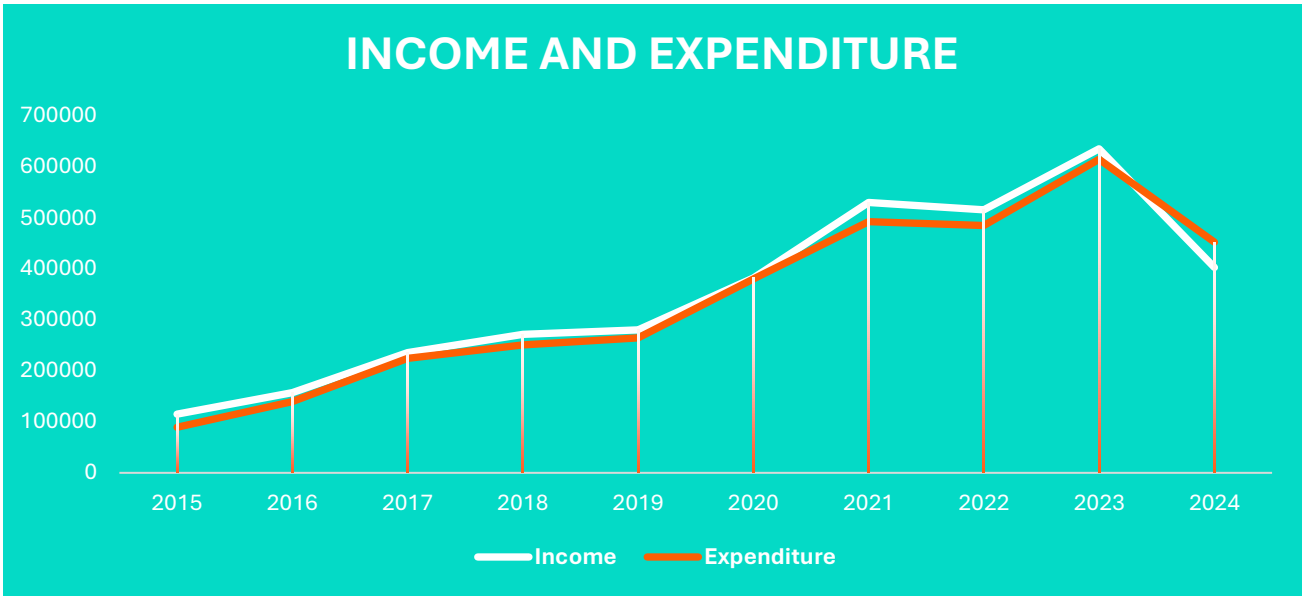
- 22 partners in Ireland
- 16 organisations working with refugees and asylum-seekers
- 10 responsible businesses ranging from small start-ups to an international horticultural business
- 6 umbrella bodies, 20 faith-based organisations, 7 member-based organisations, 5 international federations, 13 higher education institutions, including universities and colleagues.
- And everything in between!

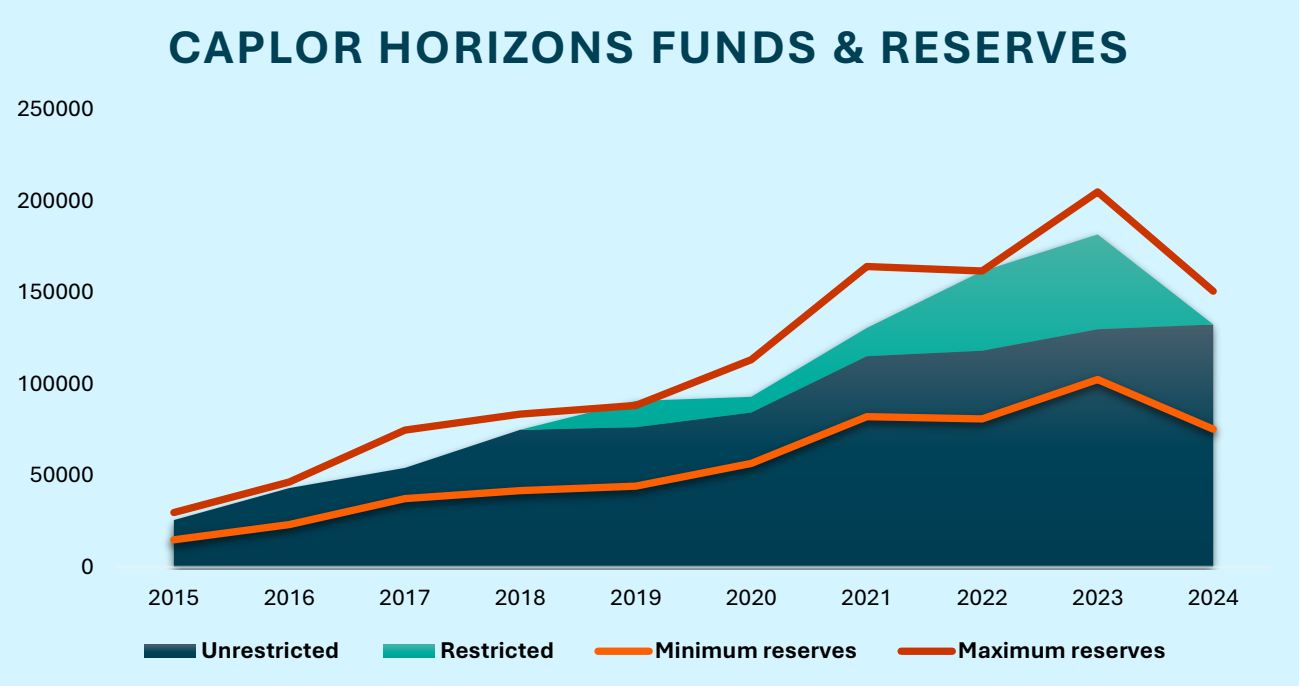
Finance Review

Caplor Horizons' total income for April 2023 to March 2024 was £403,112 and expenditure was £452,296, leading to an overall deficit of £49,184. The primary reason for the deficit was the utilisation of the restricted funds for The Commitment which, as of 31st March 2024, is no longer a project within Caplor Horizons. Caplor Horizons' core work (unrestricted) saw an income of £263,046, expenditure of £260,403 and a small surplus of £2,643.

As a result of this year, our unrestricted reserves level has increased to £132,523 from £129,882.

Caplor Horizons' income, expenditure and funds over the last 10 years have been included in the graphs below. Income in this financial year decreased by approx. £232,000 compared to the previous financial year. This was due to a scaling down of The Commitment. Caplor Horizons' core income and expenditure also reduced by approx. £30,000.





Principal Funding Sources

Principal funding sources for Caplor Horizons are currently by way of grants and donation and earned income from our charitable activities.

Reserves Policy

Having taken stock of practice more widely in the sector externally, and considered various factors internally, including analysing income and expenditure trends, it has been agreed by Trustees that the free reserves held by Caplor Horizons should equate to a minimum of 2 months of average expenditure with an optimum target of 4 months. Average expenditure for the past 3 years being approx. £514,000, the minimum to optimum range is currently £86,000-£172,000. We hold £128,352 in free reserves.

Investment Policy

All funds are currently held in current accounts and instant access deposits. The Trustees do not consider that funds are sufficient to consider long term investments.

Plans for Future Periods

As of 31st March 2024, Caplor Horizons will no longer host 'The Commitment' as a project. This will significantly reduce the level of income and expenditure of the charity over the next financial year by almost half. This will ensure we can focus more on our core work and prepare for our next strategy period starting in April 2025.

Structure, Governance and Management

Governing Document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. In addition, Caplor Horizons has produced a Governance Guide for Trustees. This is regularly updated.

Trustee Table

Name	Role	Appointment Date	End date
Laura Adams	Chair of the Board	1 April 2015	
Matthew Lake	Trustee	19 February 2014	30 April 2023
Emma Hillyard	Trustee and Chair of the Finance Committee	3 December 2020	
Shivani Singhal	Trustee	21 January 2022	
Jonathan Kazembe	Trustee	21 January 2022	
Elouise Mayall	Trustee	21 January 2022	
Nimisha Sachdev Bhakta	Trustee	21 January 2022	
Peter Moore	Board Secretary (not a Trustee)		
Sharan Kelly	Trustee	13 June 2024	
Clement Mukuka Sindazi	Trustee	13 June 2024	

Appointment of Trustees

As set out in the Articles of Association the Board of Directors shall consist of a minimum of 3 Trustees. Caplor Horizons has 8 Trustees appointed for their skills, experience and commitment they bring. A skills audit of Trustees has been undertaken and this can be found in the Caplor Horizons Governance Guide.

New Trustees are elected at the AGM or by the Board at a regular meeting. The legal constitution requires Trustees to retire by rotation every three years, but there is no legal maximum period. Accordingly:

- Trustees have a term limit of three years and can be reappointed up to twice
- Reappointment is not automatic and depends on a review by the Trustee and the Chair of the Trustee's contributions to the Board
- Trustees will in most cases serve for a maximum of nine years but may stand for re-election after a one-year gap
- The Chair will not be subject to a maximum term as Trustee of nine years
- There is no age limit for serving as a Trustee

Trustee Selection Methods

The Board operates two processes for selecting Trustees: a demand-driven gap-filling process and a supply-driven process responding to suitable individuals. In both processes the final formal steps involve paperwork prescribed in Articles 34 and 35 of the Articles of Association. In the gap-filling process, the Board as a whole or a special committee identifies gaps in the expertise and imbalances in the diversity of the Board based on a Trustee Matrix. In the recruitment process responding to suitable individuals, the Chair and Co-Directors meet from time to time (normally informally) to discuss the names of potential Trustees, either ones they or other Trustees have come up with, or individuals who might have approached the charity. More information can be found in our Governance Handbook here.

Trustee Induction and Development

During induction new Trustees are provided with opportunities to meet other Trustees online and in-person, as well as members of the Core Team. Where helpful they are paired with a 'buddy' (another Trustee). Further reading and relevant courses and information are also shared with them. Trustees are encouraged to take part in Caplor Horizons activities for their own learning. The Chair and Board Secretary also lead an annual process of review in which Trustees reflect on the performance of their work on the Board over the last year as part of a review of the Board as a whole. The review is in confidence and includes individual achievements and the scope for enhanced contributions or changes in role in the following year.

Trustee Engagement

Trustee meetings take place regularly and are supported by the following committees: Finance Committee and a People and Planet Committee. At the Trustee meetings, the Trustees review the performance against the strategy and areas of activity for Caplor Horizons, including reserves, risk and performance. The day-to-day administration and management are delegated to the staff and Advisor team. The Co-Directors and Chair of the Trustees communicate on a regular basis; the Chair of the Finance Committee communicates on the financial performance and position to the Board of Trustees when it meets.

In accordance with the Charity Commission guidance on public benefit, the Trustees of Caplor Horizons confirm that they have given due regard to this guidance when reviewing the charity's aims and objectives. Caplor Horizons meets its public benefit requirement by being courageous, compassionate and creative in supporting individuals, communities, and organisations worldwide to enhance their leadership capabilities and sustainability practices, fostering positive social and environmental impacts globally.

Remuneration Policy

The salaries of staff are reviewed annually with the support of the People and Planet Committee; it is considered in line with the changing responsibilities, growth of the organisation alongside benchmarking within the sector.

Our Remuneration Policy takes into consideration three main areas: affordability, fairness and competitiveness. The pay ratio is monitored to underpin the commitment to fairness. It measures the factor by which the highest salary compares to the lowest. The policy is to keep this ratio within a limit of 3:1.

Risk Management

Caplor Horizons takes very seriously the management of risks to which the charity is exposed whilst at the same time, being an entrepreneurial organisation, which strives to make the most of all opportunities in pursuit of our vision and mission. Our approach to Risk Management therefore endeavours to strike a balance between mitigating and managing risks, while ensuring that the organisation retains the flexible, decentralised and responsive character that has enabled it to succeed and flourish in the early stages. We would characterise this as a 'risk-aware' rather than a 'risk-averse' approach, which emphasises the identification, anticipation, and active management of risks and related opportunities.

Caplor Horizons is committed to being an exemplar learning organisation. This is expressed in many ways, from the renewal of its strategy through to the way it carries out its programmes; also in the way it develops its policies and systems. In particular, Caplor Horizons has undertaken an ongoing policy review process to ensure that appropriate policies are in place and that they are at an appropriate standard – for instance, whistleblowing and safeguarding.

Risk Management Process: Trustees receive an update on organisational risks in the Co-Director's Report for discussion at Board meetings every quarter.

Sustainability Policy

Sustainability is central to everything we do. Our sustainability policy is of paramount importance to us. It informs and underpins all our other policies plus our handbooks. We recognise that issues relating to a sustainable future are complex and interconnected. It may involve trade-offs. Tackling one concern may have foreseen and unforeseen consequences, which may positively and negatively impact on many other issues. We define a "sustainable future" as one in which our 4Ps of sustainability are pursued boldly, simultaneously and effectively. These 4Ps are purpose, planet, people, prosperity.

Click here to read our Sustainability policy.

Safeguarding Policy

Protecting children, young people and vulnerable adults from harm is central to achieving our vision of achieving a world in which social, environmental and economic progress in balanced. Recognising we are following and sharing best practise in the sector and have robust safeguarding policy in place. DBS checks are carried out when required.

Click here to read our safeguarding policy.

Privacy Policy

Given EU regulations we are maintaining an up to date and effective data protection privacy protection policy.

Click here to read our privacy policy.

Reference and Administrative Details

Registered Company Number

08901760 (England and Wales)

Registered Charity Number

1157696/0

Registered Office

35 Scotch Firs
Fownhope
Hereford
HR1 4NP

Trustees

Laura Adams (Chair)
Emma Hillyard (Chair of Finance Committee)
Matthew Lake – *resigned on 30 April 2023*
Shivani Singhal
Jonathan Kazembe
Elouise Mayall
Nimisha Sachdev Bhakta
Sharan Kelly – *appointed on 13 June 2024*
Clement Mukuka Sindazi – *appointed on 13 June 2024*

Independent Examiner

Michelle Ferris FCA DChA
Albert Goodman
Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

Core Team

Lorna Pearcey (Co-Director)
Ian Williams (Co-Director)
Rosie Bishop (Co-Director)
Kemal Shaheen (Director of Collaboration)

The trustee report was approved by the Board of Trustees on 16th September 2024

Signed Laura Adams. LAURA ADAMS

Statement Of Trustee Responsibilities

The trustees, who are also the directors of Caplor Horizons for the purpose of company law, are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Caplor Horizons

Unaudited Financial Statements

For The Year Ended 31 March 2024

Charity registration number 1157696

Company registration number 08901760 (England and Wales)

Independent Examiner's Report

To the Trustees of Caplor Horizons

I report to the charity trustees on my examination of the accounts of Caplor Horizons ("the Company") for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not comply with these records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a "true and fair view" which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....

Michelle Ferris FCA DChA
Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

23/09/2024

Date.....

Statement of Financial Activities

Including Income and Expenditure Account

For the year ended 31 March 2024

	Notes	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £
Income from:							
Donations and Legacies	3	68,567	4,759	73,326	84,318	16,437	100,755
Charitable Activities	4	192,334	135,307	327,641	213,385	320,941	534,326
Investments	5	2,145	-	2,145	381	-	381
Total Income		263,046	140,066	403,112	298,084	337,378	635,462
Expenditure on:							
Raising Funds	6	-	-	-	-	-	-
Charitable Activities	7	260,403	191,893	452,296	286,459	328,800	615,259
Total expenditure		260,403	191,893	452,296	286,459	328,800	615,259
Net income/ (expenditure) for the year/ Net movement in funds		2,643	-51,827	-49,184	11,625	8,578	20,203
Fund balances at 1 April 2023		129,882	51,827	181,709	118,257	43,249	161,506
Fund balances at 31 March 2024		132,525	-	132,525	129,882	51,827	181,709

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Balance Sheet

As at 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	**13**		4,173		3,523
Current assets					
Debtors	**14**	45,423		76,728	
Cash at bank and in hand		133,729		207,848	
		179,152		284,576	
Creditors: amounts falling due within one year	**15**	-50,800		-106,390	
Net current assets			128,352		178,186
Total assets less current liabilities			132,525		181,709
Income funds					
Restricted Funds	**17**		-		51,827
Unrestricted Funds	**17**		132,525		129,882
General unrestricted funds			132,525		181,709

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 16/09/2024

Laura Adams LAURA ADAMS

Trustee, Company Registration No. 08901760

Statement of Cash Flows

For the year ended 31 March 2024

	Notes	2024		2023	
				£	£
Cash flows from operating activities	**20**				
Cash used in operations			-73,762		-20,992
Investing Activities					
Purchase & Disposal of tangible fixed assets		-2,502		-	
Investment income received		2,145		381	
Net cash used on investing activities			-357		381
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			-74119		-20,611
Cash and cash equivalents at beginning of year			207,848		228,459
Cash and cash equivalents at end of year			133,729		207,848

Notes to the Financial Statements

For the year ended 31 March 2024

1 Accounting policies

Charity information
Caplor Horizons is a private company limited by guarantee incorporated in England and Wales. The registered office is 35 Scotch Firs, Fownhope, Herefordshire HR1 4NP

1.1 Accounting convention
The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below

1.2 Going concern
At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds
Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income
Income is included in the Statement of Financial Activities (SoFA) when:

- The charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity or its subsidiary;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

The charity has incurred expenditure on support costs.

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Individual fixed assets costing £100 or more are capitalised at cost.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings: 10% reducing balance
Computers: 33% reducing balance

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised

amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Basic financial assets
Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets
Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities
Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities
Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Taxation

As a registered charity, Caplor Horizons is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

1.13 Pension Costs

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted Funds 2024 £	**Restricted Funds 2024 £**	**Total 2024 £**	Total 2023 £
Donations	68,567	4,759	73,326	100,755
For the year ended March 2023	*84,318*	*16,437*		*100,755*

4 Charitable Activities

	2024	2023
	£	£
Sales within charitable activities	177,334	190,370
Performance related grants	150,307	343,956
Other income	-	-
	327,641	534,326

	Unrestricted Funds 2024	Restricted Funds 2024	Total 2024	Total 2023
	£	£	£	£
Analysis by fund	192,334	135,307	327641	
For the year ended March 2023	*213,385*	*320,941*		*534,326*

Performance related grants

	2024	2023
	£	£
Miranda Trust	134,807	235,000
CB & HH Taylor Trust	10,000	10,000
William Cadbury Trust		10,000
Oakdale Trust	5,000	3,000
Samworth Foundation		3,000
Cobalt Trust		20,000
Ashden Trust		20,000
Gower Street		33,000
Chapman Trust		2,000
Graphite Central		2,500
John Eccles Trust		2,500
We are8 Media		2,956
EFN	500	
	150,307	343,956

5 Investments

	Unrestricted Funds 2024	Unrestricted Funds 2023
	£	£
Interest Received	2,145	381

6 Raising funds

	2024	2023
	£	£
Fundraising and publicity	-	-
Other fundraising costs	-	-

7 Charitable activities

	2024	2023
	£	£
Staff costs	345,685	450,463
Advisor Fees	3,308	13,440
Consulting	-	120
General expenses	8,904	9,773
Insurance	2,495	2,278
Foreign Currency gains	- 84	33
Postage, freight & courier	42	376
Travel - International	7,270	2,922
Travel - National	31,273	37,526
Legal Expenses	1,297	-
	400,190	516,931
Share of support costs	49,906	96,128
Share of governance costs	2,200	2,200
	452,296	615,259
Analysis by fund		
Unrestricted funds	260,403	286,459
Restricted funds	191,893	328,800
	452,296	615,259

8 Support costs

	Support costs £	Governance costs £	2024 £	2023 £	Basis of allocation
Depreciation	1,852		1,852	1,399	Support
Advertising	8,034		8,034	34,450	Support
Audit & accountancy	6,723		6,723	10,410	Support
Bank fees	806		806	1,024	Support
Subscriptions	1,104		1,104	1,143	Support
IT maintenance	17,870		17,870	21,222	Support
Printing & stationery	328		328	894	Support
Staff training	12,724		12,724	23,057	Support
Telephone & internet	465		465	1,504	Support
Recruitment	-		-	1,025	Support
Independent Examination Fees		2,200	2,200	2,200	Governance
	49,906	2,200	52,106	98,328	

9 Net movement in funds

	2024 £	2023 £
Net movement in funds is stated after charging/crediting		
Independent examination fee (current examiner)	2,400	
Independent examination fee (previous examiner)		2,200
Independent examination fee under accrual from prior period (previous examiner)	20	210
Depreciation	1,852	1,399
Loss on disposal of assets	1,083	-

10 Trustees

During the year, four trustee received expenses from the charity totalling £629 (2023: 2 trustees, £643). These expenses were for travel, childcare and accommodation for board meetings.

During the year, no trustees made donations to the charity (2023: £220).

No trustees received any other payments or remuneration (2023: £NIL).

11 Employees

Number of employees
The average monthly number of employees during the year was:

	2024	2023
	Number	Number
	7	10

Employment costs	**2024**	2023
	£	£
Wages and salaries	302,370	390,489
Social security costs	26,460	37,701
Other pension costs	16,855	22,273
	345,685	450,463

During the year, termination and redundancy payments amounting to £16,131 were made to 5 employees. The amounts were recognised at the point of agreement, with no outstanding amounts at the year end (2023 – none).

No employee received emoluments in excess of £60,000 (2023: £NIL).

Key Management Personnel

The key management personnel of the charity comprise the Co-Directors as detailed in the Trustees Report. The total employee benefits of the key management personnel of the charity was £184,919 – 3 Co-Directors (2023: £183,334 – 3 Co-Directors)

12 Other

	Unrestricted funds	Total
	£	£
	2024	2023
Net loss on disposal of tangible fixed assets	1,083	-
	1,083	-

13 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2023	1,945	12,568	14,513
Additions		3,585	3,585
Disposals	- 526	- 5,990	- 6,516
At 31 March 2024	1,419	10,163	11,582
Depreciation and impairment			
At 1 April 2023	1,012	9,978	10,990
Depreciation charged in the year	93	1,759	1,852
Eliminated in respect of disposals	- 297	- 5,136	- 5,433
At 31 March 2024	808	6,601	7,409
Carrying amount			
At 31 March 2024	611	3,562	4,173
at 31 March 2023	933	2,590	3,523

14 Debtors

	2024	2023
Amounts falling due within one year:	£	£
Trade Debtors	30,127	37,124
Other Debtors	14,658	39,023
Prepayments and Accrued income	638	581
	45,423	76,728

15 Creditors

	2024	2023
Amounts falling due within one year:	£	£
Taxation and social security	6,870	12,603
Trade Creditors	4,212	5,324
Other Creditors	26,054	52,263
Accruals	3,900	36,200
VAT	4,750	
Deferred Income	5,014	-
	50,800	106,390

16 Deferred Income

Income in advance of service delivery	2024	2023
	£	£
Balance Brought forward	-	44,147
Income received	5,014	-
Income released		- 44,147
	5,014	-

17 Movement in Funds

	Opening Balance at 01/04/2023	Incoming Resources	Resources Expended	Balance at 31/03/2024
Restricted Funds				
The Commitment	44,602	140,066	- 184,668	-
Children Watch	7,225	-	- 7,225	-
Unrestricted Funds	-			-
General Funds	129,882	263,046	- 260,403	132,525
	181,709	403,112	- 452,296	132,525
Movement in Funds 2022-23				
	Opening Balance at 01/04/2022	*Incoming Resources*	*Resources Expended*	*Balance at 31/03/2023*
Restricted Funds				
The Commitment	*34,375*	*330,128*	*- 319,901*	*44,602*
Children Watch	*8,874*	*7,250*	*- 8,899*	*7,225*
Unrestricted Funds	*-*			*-*
General Funds	*118,257*	*298,084*	*- 286,459*	*129,882*
	161,506	*635,462*	*- 615,259*	*181,709*

The Commitment
Donations relate to a project which aims to accelerate political action on climate change and biodiversity loss.

Children Watch
Caplor Horizons has provided strategic support to Children Watch and help with their programmes. Currently Children Watch is working towards addressing the livelihood needs of young women, mothers and adolescent girls through skills training and income generation schemes.

18 Analysis of net assets between funds

	Unrestricted 2024	**Restricted 2024**	**Total 2024**	Unrestricted 2023	Restricted 2023	Total 2023
Tangible Assets	4,173		4,173	3,523		3,523
Current Assets	179,152		179,152	217,749	66,827	284,576
Current liabilities	- 50,800		- 50,800	- 91,390	- 15,000	- 106,390
	132,524	-	132,524	129,882	51,827	181,709

19 Related party transactions

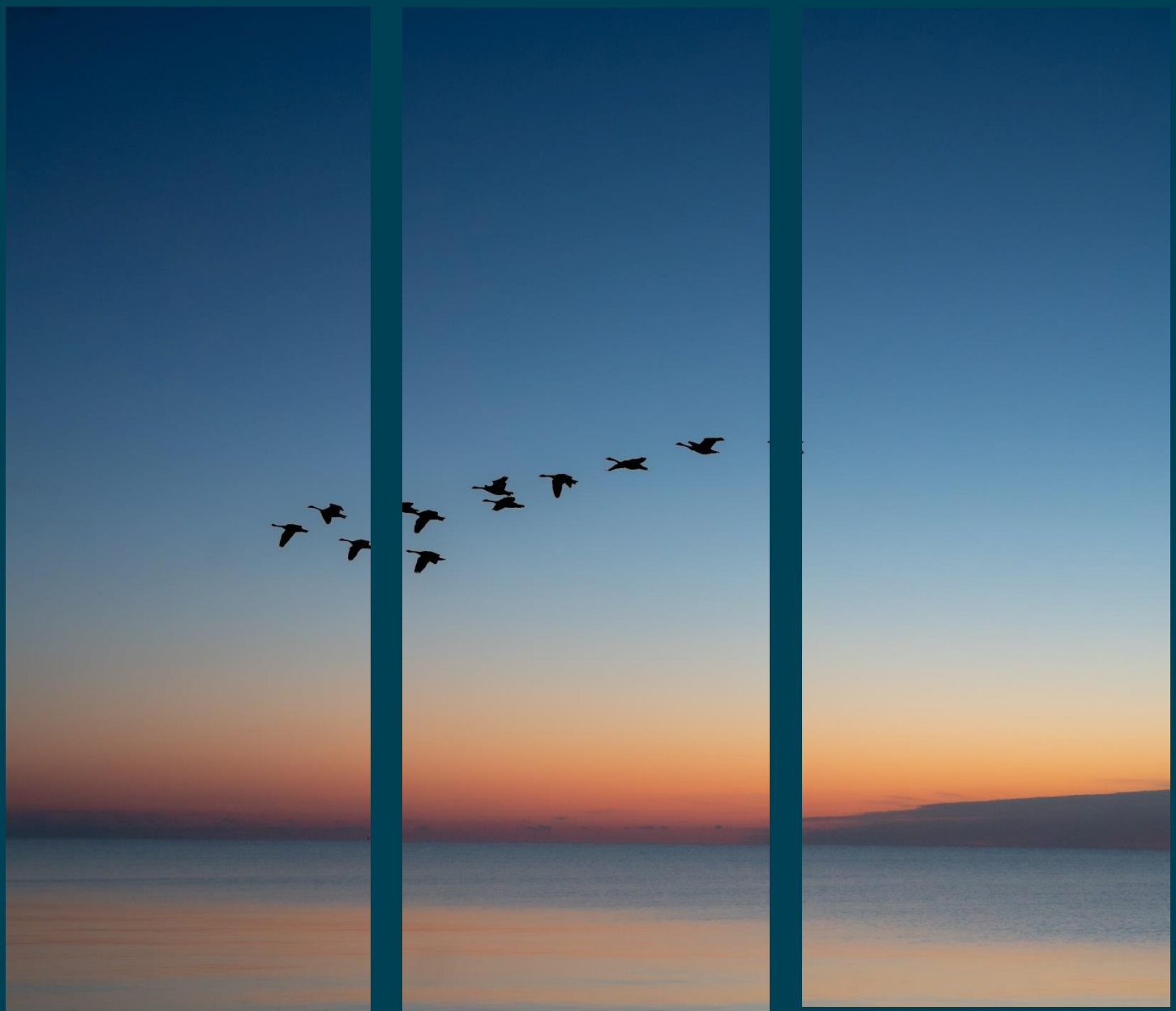
There were no related party transactions in the year to March 2024 (2023: no related party transactions)

20 Cash generated from operations	**2024**	2023
	£	£
Surplus for the year	- 49,184	20,203
Adjustments for		
Investment income	- 2,145	- 381
Gain or loss on fixed assets		
Depreciation	1,852	1,399
Movements in working capital		
Decrease (increase) in debtors	31,305	- 56,699
Increase (Decrease) in creditors	- 55,590	58,633
Increase in deferred income		- 44,147
Cash generated from operations	- 73,762	- 20,992

CAPLOR HORIZONS

England & Wales - Charity number 1157696

Accounts



Registered Charity Number: 1157696

Registered Company Number: 08901760 (England and Wales)

Caplor Horizons 2022-23

ANNUAL REPORT

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Reflections from Laura Adams, Chair of Trustees

I'm thrilled to be writing this as I celebrate three years as Chair of Caplor Horizons. Keeping with the theme of three, I'd like to share three things I've learned as Chair over recent years:

Firstly, I used to think that 'creativity' was the domain of certain industries, such as marketing or advertising. But Caplor Horizons has taught me that creativity is possible anywhere and necessary everywhere! It is a key tool in effecting positive change. What is crucial is to embed creativity in an organisation's culture. Caplor Horizons does this by deliberately creating safe and encouraging spaces for aspirational conversations, granting permission for 'throwing out the rule book' and celebrating diversity and stories from lived experience. The creation and work of the Strategic Change and Development Group is testament to this.

Secondly, I now understand that compassion is a sign of strength and a key foundation for effecting lasting systemic change. Since the emergence of the Black Lives Matters movement in 2020, Caplor Horizons has been undertaking a programme internally to help its people embody and lead an anti-racist organisation. This intensive commitment has required individuals to face confronting truths about their own unconscious bias, commit to unlearning things they thought they knew, and focus on what the author Glennon Doyle describes as 'transforming' rather than 'performing'. By which she means truly becoming an anti-racist rather than learning to say the right things.

Thirdly, I appreciate that courage can show up in different ways in people. It can be easily visible through heroic acts of self-sacrifice, especially at obvious points of crisis or emergency. But it can also show up quietly, through sustained commitment to make a positive impact over time, despite set-backs and challenge. And it is through this 'quiet courage' lens, driven by passion and belief, that I want to pay tribute to the extraordinary efforts from everyone who has had a hand in creating and delivering The Commitment. 2023 will be a pivotal year for setting the future trajectory of this operation, first established four years ago, which has served to amplify the voices of over 12,000 people in the UK concerned about climate change and biodiversity loss, through the tenacity of its team.

Finally, I want to thank our wonderful Trustees, staff members, Advisors, partners and wider Caplor Community for your dedication, resilience and support during my time as Chair. I feel honoured to get to work with you and wish you every success in delivering a sustainable future for all.

Reflections from Ian Williams, Lorna Pearcey, Rosie Bishop, Co-Directors

This Annual Report covers the period from April 2022 to March 2023.

While it has been a challenging year in many ways, we remain inspired by the incredible work of our partners and feel honoured to get to walk alongside them on their journey to be more effective and achieve long lasting change in the world.

Through working with our clients and partners we've had an impact on a wide-range of issues including justice for refugees and people seeking asylum, global humanitarian response to crises, climate change and biodiversity loss, defending and protecting against environmental crime and abuse, the elimination of violence against women and children, support for women that have survived trafficking and sexual exploitation, alleviating poverty and food insecurity, and more.

Our findings show that our input enables greater connection, clarity, confidence, commitment, ability to navigate through change and strengthened organisational culture.

We will continue to consider how we can improve our ways of working and challenge ourselves to think differently, learn differently and act differently.

About Caplor Horizons

Caplor Horizons is dedicated to facilitating transformational change in not-for-profit organisations in the UK and around the world.

In our experience, not-for-profits are often highly accomplished in many respects regarding what they set out to achieve. They dedicate the majority of their focus and attention on the communities that they exist to serve.

However, whilst this is positive, they often do not have the resources or space to concentrate very effectively or sufficiently on themselves; on strengthening their ability to do their work even better. This is a missed opportunity to step up their level of contribution to whatever causes they are working towards.

We target our efforts to make a distinctive contribution to organisational change and effectiveness. Our approach is participatory and experiential with the aim of creating awareness, skills, and supporting individuals to make effective decisions with the potential to contribute to large-scale change.

> **We believe that transforming leadership, strengthening resilience and increasing collaboration are essential to address the issues we face.**

1 TRANSFORMING LEADERSHIP

We believe that everyone is a leader. We all have incredible potential; the key is to harness it and use it for the benefit of others.

Traditional notions of leadership are outdated. Our work champions alternative models of leadership such as shared leadership, feminist leadership, and leaderful approaches. These models recognise and celebrate the diversity of skills we have and the importance of sharing power in order to achieve a collective vision.

We have been piloting our emerging leaders programme and offering direct coaching to change makers.

2 STRENGTHENING RESILIENCE

In order to survive and thrive in an everchanging and turbulent world, charities and those that work there need to be resilient. This means being able to adapt to change, withstand shocks, and respond to setbacks.

Our work supports individuals to consider their own personal resilience through attention to their health and wellbeing. We also support organisations with strategy renewal, governance reviews, fundraising support and more to ensure greater organisational resilience.

3 INCREASING COLLABORATION

Collaboration, when done well, can help us achieve greater impact. It can be the key to solving complex problems, reaching more people, and achieving systemic change.

However, collaboration can be challenging. It requires trust, communication and persistence. We work with individuals and organisations to build the skills and environment needed for collaboration. We also create and facilitate spaces for people to collaborate both within our community and across organisations and sectors.

Updates from the year

We are delighted to have advanced our change makers programme, which is being piloted with three of our UK partners: a collaboration of 7 different refugee organisations, the team at Riversimple, and a collective of individuals involved in the Glastonbury Town Deal project. So far feedback has been positive and lots of learning for both the participants and us has been gained. The change makers programme involves a series of distinct modules designed to equip individuals and teams with the skills required to navigate uncertainty and to confront the complex issues we are all faced with. It brings together the best of all our learning, tools and approaches to enable people to gain greater awareness around their authentic leadership and teamworking

style, to improve their confidence and self-belief, provide them with strategies to effectively collaborate, influence and communicate, and improve their resilience and wellbeing.

We have made transformational strides on **our coaching approach** through a dedicated working group led by Iain (Patton), with thanks, in particular, to input from Ann (Alder). This has led to the development of our Caplor House Coaching Tool which we shared with our wider community during a webinar with over 60 people from 10 countries. Lorna (Pearcey) and Rosie (Bishop) also completed an intensive coaching course, while Kemal (Shaheen) took part in a high sensory coaching course.

> **"The webinar was really insightful, practical and well presented! I'm sure [the Caplor House coaching tool] will be a very welcome addition to the coaching toolkit – it looks very easy to use and relevant in the workplace (as well as outside it!), which hopefully will give it some traction."**

We have finalised the results of an **action learning group** that was led by Séamus (O'Gorman) around **collaboration**. Séamus has creatively devoted his experience, learning and insights to create two outstanding papers on developing the craft of collaboration.

We have created **new learning resources**, for example Kemal led on writing up a conversation with Charles Handy (our third in a series) called 'We beats I all the time: reflections on meaningful change and the importance of relationships'. We have also renewed existing learning resources, for example Sharon (Turnbull) has updated three frequently referred to papers that she had written around values, culture and the soul in leadership.

We have continued our journey to become an **anti-racist organisation** facilitated by Chandra (Ladwa) and Saf (Ghapson). As well as our staff team, this has involved Laura (Adams), our Chair, Jonathan (Kazembe), a Trustee, and Peter (Moore), our Governance Advisor and Board Secretary. This process has challenged us to sit with discomfort and have difficult conversations; seeking to 'understand' our power, privilege and unconscious biases before trying to 'fix' them.

We have continued to share learnings about our **Co-Director model** and its links with **feminist leadership**. Ian (Williams) and Lorna recently took part in a webinar hosted by FAIR SHARE about shared leadership. In addition, four different organisations we are working with have been inspired to consider or implement co-leadership as a result of our success. This is having knock on impacts to others in the sector who have also been inspired to explore this way of working.

We are delighted to announce that out of 73 organisations monitored this year, Caplor Horizons

ranked 10th in the FAIR SHARE Monitor 2023. This means that we have an equitable proportion of women on staff and in leadership roles.

We set up our People and Planet Committee in December 2022 which is a subcommittee of the Board. This is set up in a similar way to the Finance Committee to help readdress the balance between the 4 Ps (purpose, prosperity, people and planet) and ensure that issues around "people" and the "planet" are considered just as much as "prosperity" (finances). Topics considered include social and environmental justice issues and how we can make sure as an organisation we are accountable, our commitment to anti-racism, and our support, remuneration and engagement of staff, advisors and volunteers.

We have been especially successful in Ireland in recent times, in part resulting from our engagement with the Irish Emergency Alliance and our growing reputation among not-for-profits there, notably: Christian Aid Ireland, World Vision Ireland, the Irish Association for Social Inclusion Opportunities (IASIO), African and Caribbean Support Organisation Northern Ireland (ACSONI), Self Help Africa, ActionAid Ireland and An Cosán.

We are also getting back to more in-person activities. In 2021-22, 87% of our sessions were online and just 13% in-person due to the enduring impacts of Covid-19. Whereas this year, 43% of sessions were online and 57% in-person.

We had 113 volunteers contributing 830 days of pro bono support, which is the equivalent of £415,000. Our Advisors continue to be committed to providing their services and support to those in need. Their diversity of skills are widely appreciated by the individuals and organisations we work with.

'The Commitment' – A time of change and transition

What's the background? In April 2019 Caplor Horizons started incubating The Commitment as part of our strategy to focus on making a significant difference to the environmental crisis. Since its establishment it has grown positively in many ways. This includes having over 12,000 people in the UK pledge that they will put climate change and biodiversity at the heart of their decision making when they vote at local or national levels. Caplor Horizons usually works with organisations that are established rather than incubating them. However, during these past few years, it also helped incubate another environmental initiative called The Great Collaboration, though this was on a much smaller scale.

What was our commitment to The Commitment? We envisaged at the outset contributing to the early stages and then becoming a partner to it once The Commitment 'left home' to become independent or part of another organisation. The

Commitment remained at home longer than we initially anticipated because we were still adding value and the implications for our core business were manageable; moreover, it has been win-win in many respects with a great deal of valuable learning.

Why are we now in a time of transition? Following discussion at our June Board meeting, a decision was made to transition to *minimising activities of The Commitment and moving it outside Caplor Horizons*. The rationale for this decision was: (a) a sense that this would enable Caplor Horizons to fully focus on its core business; (b) a need for The Commitment to secure funding to renew its way forward.

What will happen next? William (Eccles) and Peter (Moore) will lead on this. And, until the transition is complete, Lorna, Rosie, Ian, and the trustees of Caplor Horizons, will continue with respective management and governance level responsibilities. At the June Board meeting, William stepped down as a Co-Director and he is now concentrating on being *Director of The Commitment* (an 'Advisor' role whilst The Commitment remains within Caplor Horizons). Peter is contributing as part of his role as *Board Advisor* to Caplor Horizons.

What are the consequences? One of the most significant changes is that in order to minimise activities we no longer have any full-time staff members working on The Commitment. We are immensely grateful to the excellent staff team that has been contributing until recently and we are sad to lose them as colleagues. Furthermore, we are highly appreciative of all the outstanding supporters and volunteers that have been – or continue to be – involved.

What will happen longer term? The Commitment is expected to leave home by March 2024. By then it is hoped that further resources will be secured and The Commitment can continue building an ever greater impact on the political attention paid to climate change and biodiversity. We remain committed to being a partner to The Commitment long term, post the transition process.

Our Year in Numbers

800

The number of individual **changemakers** we worked with

20

The number of individual **CEOs and senior leaders** we **coached**

84%

Number of people that scored our **facilitation** an 8 out of 10 or above

Number of people that scored the **usefulness** of our sessions an 8 out of 10 or above

65%

64%

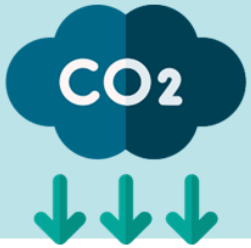
Number of people scored the **content** of our sessions an 8 out of 10 or above

115

The number of sessions we delivered: **43% online, 57% in-person**

0

We continue to be a **Carbon Zero** organisation



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The number of **organisational strategies** we developed or renewed

830

The number of **voluntary days** given by our **Advisors**

12k

The number of commitments reached. This is 12,000 votes for politicians who will prioritise climate change and the natural world.

8

The number of our **Ripple Papers** we updated or published

We worked with **23** **organisations**

to deliver their work across **50** **different countries**

2000

The number of people our **newsletters** reached in over 30 different countries

Our Impact – Key Themes

Our findings show that we are having an impact in six key ways summarised by 6Cs.

Clarity

We take a three-phase approach to developing strategy: 1) where are you now and what have you learnt? 2) where are you going? 3) how are you going to get there. All organisations cited that they had gained greater clarity around their strategic direction because of Caplor Horizons' input. Introducing them to our distinctive "strategy on a page" process enabled team members and their wider stakeholders to be 'on the same page' about the organisation's core essence and direction including the vision, mission, purpose, story, values and strategic objectives. This clarity has helped individuals and organisations to navigate complex challenges, be more focussed in their approach and secure lasting change. This impact can have short-term benefits, for example immediately after a strategy workshop. Longer term benefits come when organisations continue to have strategic conversations, for example every few months, to ensure they are still on the same page and are clear about their priorities. This is something we support and encourage and is evident in most organisations we partner with.

Connection

Our interventions are highly participatory and experiential. They always embed leadership and teamworking exercises. They create opportunities for people to connect and develop deeper relationships across the organisation. During workshops, participants share learning and experiences with each other, leading to a more united organisation and an improved sense of team which is a core component of being a more effective organisation. Online spaces are able to connect people from all over the world, for example the International Presentation Association and Self Help Africa. Face-to-face spaces enable a depth of relationship where people can challenge one another in constructive ways and feel the energy of others in the room, for example the Environmental Investigation Agency and Riversimple.

Confidence

Confidence is about valuing yourself and trusting your judgement, capacity and abilities. This is a core component of being an authentic leader. It is about finding power from within. Our analysis shows that direct coaching and/or mentoring has particularly had an impact on development people's self-confidence. It has enabled individuals to feel assured in their decision making and leadership skills and supported to take risks or be ambitious. Even the most senior leaders can struggle with self-belief and having a confidential sounding board for their thoughts can be very helpful when navigating complex challenges. Our input can also help improve organisational or business confidence, both in the people who work there and from outside partners and funders. As a result, many of our clients and partners have reported increased fundraising income since working with us (an indirect impact of our work). Finally, our sessions also help improve people's confidence with speaking in front of a larger group and sharing their ideas and challenges with their colleagues.

Commitment

Our analysis shows that our input enables people to reconnect to their overall vision, purpose and values, instilling a greater level of commitment to the organisation and team. We place a high importance on gaining wider stakeholder buy in and ownership over organisational effectiveness programmes and often say that the process is as important as a result. Our feedback shows that stakeholders appreciate being involved in this way and the organisations report greater backing and successes from all involved as a result.

Our model also enables our Advisors to express their commitment towards delivering a sustainable future by offering their distinct skills and expertise at a low or no cost. This year we had 113 volunteers contributing 830 days of pro bono support, which is the equivalent of £415,000. In particular, Peter (Moore), Ann (Alder), Elliot (Malik), William (Eccles), Eliza (Lawrence), Blaise (White), Deven (Thakkar), Ralph (Sequeira) and Seamus (O'Gorman) gave between 20 and 50 days of contribution. We could not achieve our impact without their incredible dedication and support. In turn, they themselves report that the work and learning have an impact on them, providing them with fresh perspectives and a more global viewpoint.

Change

Change is all around us. In the last few years alone, we have seen the spread of the coronavirus, rising levels of climate change, increased conflict and polarity, and a rise in the cost of living. As a result, our work focusses on strengthening individual and organisational resilience for navigating through change and transition. People particularly appreciate the opportunities to discuss and share their vulnerabilities, understand how different people respond to change and how best they can support them, and to find clarity amidst the fog. At times when the easier decision might have been to give up, people have appreciated the way Caplor Horizons have "walked beside them" and given them encouragement and compassion to keep going. At the same time, we challenge our partners to have difficult and courageous conversations about the future of their organisation and how it needs to adapt to remain relevant, particularly in light of decolonisation and the climate crisis. This is an area that we can continue to improve and be even more courageous on as we are discovering through our journey towards anti-racism.

Culture

Strengthening organisational culture is a core component of all our workstreams. Whether we are brought in to facilitate a strategy renewal process, a governance review or work on leadership and teamworking, we always place a large emphasis on the importance of culture. Culture can be defined as "the way we do things around here". It can often be invisible or unconscious and manifests through values and behaviours. An organisation's culture will not change overnight and so our impact may take a long time to be evident, however once an organisation's culture is improved, other interventions are much more likely to have a long-term impact, therefore the role it can play is transformational. Some of our partners have explained that our focus on culture has made the organisation a better place to work where people feel cared for and valued. This enabled greater staff productivity, motivation and ultimately improved retention rates.

Examples of our work and achievements

This provides a brief overview and taster of some of the work we did in 2022-23. To find out more about our impact visit our website to read our more detailed impact report.

Environmental Investigation Agency

The Environmental Investigation Agency (EIA) is an international non-profit organisation, established in 1984, that has pioneered undercover investigations to combat environmental crime and abuse. They use evidence and analysis to bring about lasting policy and changes to legislation to protect our planet, its biodiversity, climate and all who live here.

They have a proud track record of achievements including a ban on the international ivory trade and increased protection for whales and dolphins. They have also contributed to a legislation against imports of illegal timber in major consuming markets and a global agreement to curb the use of climate-damaging chemicals. They work in partnership with civil society organisations on the ground, through joint investigations and advocacy, all of which makes their work more sustainable going forward.

> **"[Caplor Horizons] have provided exceptional guidance along with flexibility, reliability and commitment which has made EIA UK staff feel safe and supported throughout the process."**

Our contribution over the past 18 months

ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Facilitation of... • 6 online team sessions • 19 in-person team sessions • 2 in-person Board Away Days • 1 in-person session with partners Semi structured 1.2.1 conversations with 10 senior staff 17 people coached or being coached Ongoing support to key leaders	• New organisational strategy and 'Theory of Change' co-created in a participatory way • New organisational structure developed • Articulation of the desired organisational culture • Action plan for Strategic Goal 1 • Cross-organisational working groups set up • Charter for challenging conversations	• Greater clarity on the organisation's future direction • Improved relationships and teamworking across the organisation through experiential learning exercises and creating opportunities for people to connect • Greater understanding about different responses to change • Increased awareness on how to how to have challenging conversations and give and receive feedback in constructive ways	• Securing EIA's longevity through developing a strategy, structure and culture that will enable it to meet the growing challenges of today and secure lasting change in the future • Improved cross-organisational working • Improved individual leadership skills, helping people to develop greater confidence and clarity in decision making • Strengthened individual and organisational resilience for navigating through change and transition

Click here to read a testimonial by Mary Rice, Executive Director.

International Presentation Association

The IPA is a global network of Presentation Sisters and associated people and groups – 'Presentation People' – whose main thrust is education and action for justice with a focus on advocacy and service. Since the year 2000 the IPA has had NGO status at the United Nations, being accredited with the Economic and Social Council (ECOSOC).

> **"The Caplor Horizons team has brought to us a wealth of relevant knowledge and skills, as well as a commitment to working with integrity and in fidelity to our vision and values."**

IPA's core priority areas include women and children, care of the earth and tribal and indigenous people. Their UN advocacy focus is "the elimination of violence against women and children". Key to the IPA are their Justice Contacts, located throughout the globe in 20 diverse cultures and contexts, supporting IPA to bridge the grassroots activities with the global agenda at the UN and vice versa.

Caplor Horizons has been working with IPA since 2019 to support their commitment to embrace the Sustainable Development Goals in a human rights framework.

Our contribution in 2022-2023

ACTIVITIES

Facilitation of...

- 2 online sessions with the IPA Core Team and Focus Group Chairs
- 3 online sessions with the IPA Core Team and Justice Contacts

Semi structured 1.2.1 conversations with 11 key stakeholders to review the Executive Director role

Review of IPA's Strategy, Structure and Culture between 2019-2023

Mentoring support to the Executive Director

OUTPUTS

- IPA Impact Report between 2019-2023 focusing on reviewing their strategy, structure and culture
- Executive Director role review report
- Justice Contact focus group action plan

OUTCOMES

- Enabled IPA Justice Contacts and staff members to connect online and share learning and experiences with each other
- Equipped people with the skills to effectively gather and share stories of impact
- Provided learning and recommendations to feed into IPA's future strategic direction at their 8th Assembly
- Enabled greater clarity around the role of the Executive Director moving forwards
- Harnessed and maintained the energy and focus of volunteers by instilling an ongoing commitment to justice and advocacy

IMPACT

- A more united global movement that is able to bring the voices of the grassroots to the UN and make a difference to the lives of communities around the world
- A strong culture that is inclusive, diverse and compassionate
- Greater focus and clarity on IPA's contribution towards the SDGs and how to effectively implement this

Click here to read a testimonial by Ann Marie Quinn, Executive Director.

Ella's

Ella's is a London-based organisation working with women who have survived trafficking and sexual exploitation. They are passionate about providing the best care for as many survivors as they can. As part of this they offer safe house accommodation for women when they are most vulnerable, care to help them recover and move forward, and long-term community-based support to help survivors build safe, independent lives. The support they provide is essential for the safety and freedom of women.

Human trafficking is a type of modern slavery. 49.6 million people around the world are trapped in modern slavery, 79% of people trafficked are women and children and 6.3 million people are being exploited in the sex trade.

We have worked with Ella's since 2019 and have facilitated a strategy development process, provided leadership and team development support and helped them to set up as an independent charity.

> **"Excellent day, really helpful to be part of the process of deciding how Ella's moves forward next, to spend time with the team and to be led by old friends again (the Caplor team)."**

Our contribution in 2022-2023

ACTIVITIES

Facilitation of...

- 3 in-person sessions

Setting up and Chairing the Survivors Advisory Board

Mentoring support to the Co-Directors, Emily and Minke

OUTPUTS

- Greater awareness and learning around feminist leadership and how to become a feminist organisation
- Strategy discussions to continue to strengthen Ella's and be clear on a plan for growth
- Launched the Survivors Advisory Board with exerts by experience
- Opportunities for the Co-Directors to have space to discuss key issues and strategic considerations

OUTCOMES

- An emphasis on celebrating and nurturing their culture
- Adopting the Co-Director model has also fostered a non-hierarchical culture and collaboration throughout Ella's
- Facilitating problem-solving. Empowering the team to find solutions themselves rather than providing advice.
- Shifting power to experts by experience and hearing survivor voices

IMPACT

- Significant strategic change, improved team development and collaboration, greater sense of belonging to Ella's among staff and volunteers, greater passion within the team, a better understanding of the direction of growth and a more unified way of communicating.

Click here to read a testimonial by Emily Chalke and Minke Van Til, Co-Directors.

Irish Emergency Alliance

The Irish Emergency Alliance is a membership organisation, made up of seven Irish registered charities working on international humanitarian emergency relief. Its members are ActionAid, Christian Aid, Plan International, Self Help Africa, Tearfund, Trócaire and World Vision. Together, these members have programmes in a total of 85 different disaster-affected countries across the globe giving the Irish Emergency Alliance a very significant presence to respond quickly to an emergency.

The Irish Emergency Alliance is a joint appeals mechanism where Irish humanitarian organisations agree to consolidate their fundraising efforts, demonstrating to the public that they can work together and reduce their administrative and fundraising costs. At the time of major humanitarian emergencies, their members come together to raise money from the Irish public in a coordinated manner.

> **"I think the greatest benefit we derived from the process was the absolute clarity and affirmation of why we are working together and what we want to achieve for Ireland as an Alliance."**

Our contribution between September 2022 and July 2023

ACTIVITIES

Facilitation of...

- 2 in-person sessions with the staff and board
- 1 online session with the staff and board

Semi structured 1.2.1 conversations with 9 board members

Governance self-assessment exercise against the Irish Charities Regulator's Governance Code

Coaching for the CEO

OUTPUTS

- Board Effectiveness Review Report
- Discussions about IEA's strategy renewal
- Improved leadership and teambuilding, including a greater awareness of each others' strengths and preferences

OUTCOMES

- New Chair of the Board appointed
- Improved governance processes and strengthened teamworking and strategic alignment across the Board
- Greater understanding about what has been learnt, where IEA is going and how it is going to get there
- Clarity around priorities for the rest of IEA's current strategy
- Support for the CEO to navigate a challenging context and remain resilient

IMPACT

- A strengthened Board that will have better accountability and oversight over the organisation's strategy, structure and culture

Click here to read a testimonial by Brian Casey, Executive Director.

Riversimple

Riversimple, based in Llandrindod Wells in Wales, is pioneering the next generation of zero emission vehicles. They use hydrogen, not batteries, emit nothing but water and, unlike conventional electric vehicles, can be refilled in three minutes. This means it offers all the flexibility of a fossil fuel car without the environmental downsides.

> **We can see the positive effects of the change maker programme on the company culture and [the sessions] are undoubtedly strengthening the team's sense of commitment to Riversimple.**

Rather than selling its vehicles, Riversimple plans to offer them as part of a subscription service that covers all the associated running costs, from servicing and maintenance to insurance and fuel. At the end of a contract, the vehicle is returned to Riversimple and supplied to another customer.

Their cars are currently going through road trials with the public and the team are making preparations for volume production. This is an exciting and also very uncertain time for this responsible business, with much of their focus going into raising significant investment and ensuring the cars are safe and road worthy.

Our contribution over the last year

ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Facilitation of... • 7 in-person staff sessions Support to founders, Hugo and Fiona Spowers on investment and governance	Organisational effectiveness support and learning around... • Strengths based approach • The Caplor House • Organisational culture, structure and strategy • Forcefield analysis • Communication • Six Senses of Teamwork • Caplor Islands • Individual responses to change • Conflict resolution • Giving and receiving feedback • Challenging assumptions	• Created opportunities for the team to connect with one another and deepen their commitment to the business • Improved communication across the team • Enabled the company to build on its strengths and identify and address its weaknesses • Issues coming to the surface and getting talked about with all levels of management	• Enabled the team to pull together to attract further investment and have more confidence in the cars • Improved organisational culture that makes Riversimple a great place to work where people feel cared for and valued • Issues are identified before they become a bigger problem and resolved more easily as a result • Improved confidence of individuals to speak as part of the group and contribute ideas

Click here to read a testimonial by Fiona and Hugo Spowers, Directors and Founders.

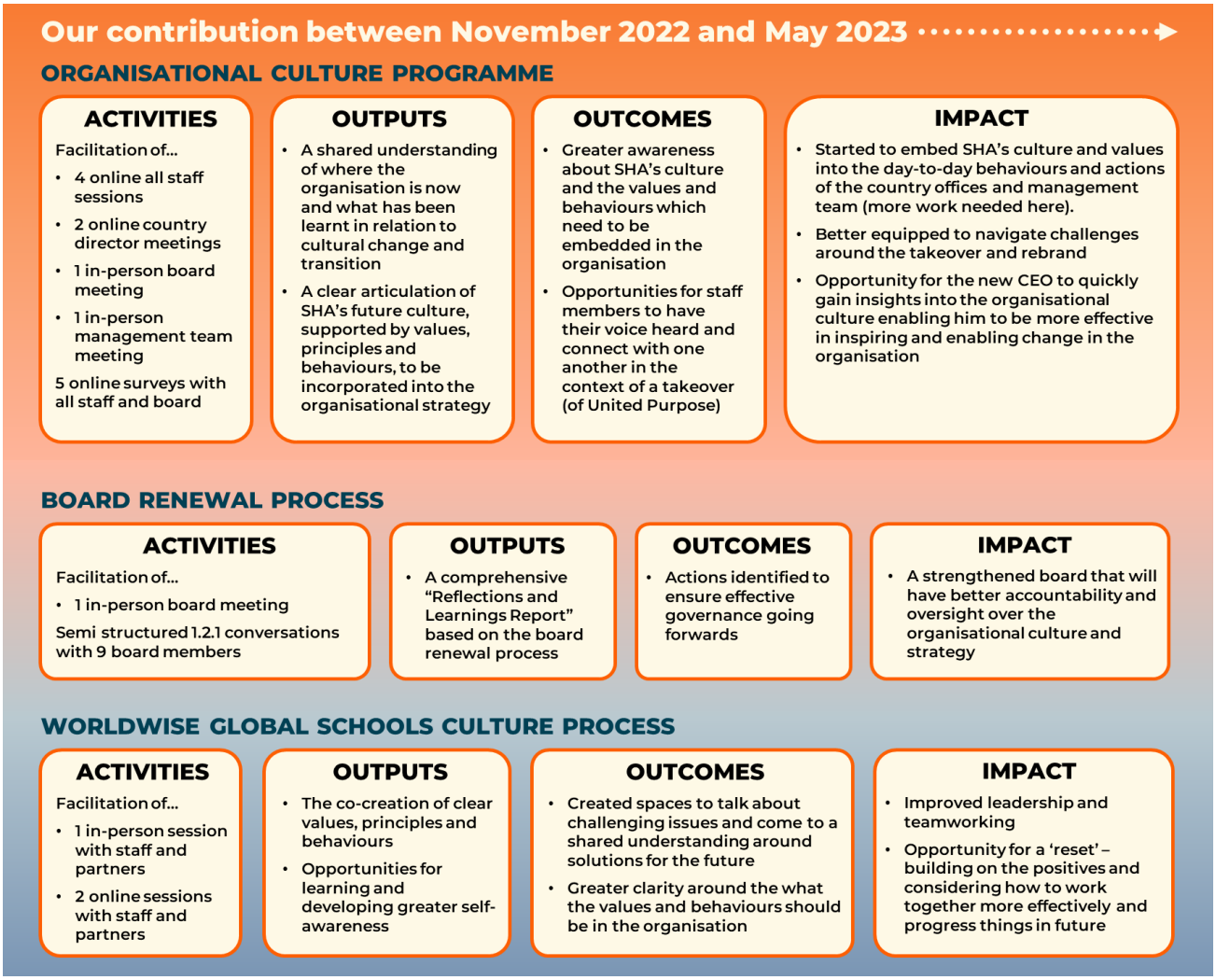
Self Help Africa

Self Help Africa is an international not-for-profit that promotes and implements long-term rural development projects in fifteen African countries. The organisation also implements development projects in Bangladesh and Brazil.

> **We can help bring the merged organisation to the next level and deliver upon our ambition utilising our skills and experience many of which were unearthed by Caplor Horizons in their work to date.**

For more than 50 years, SHA have been focused on ending poverty and hunger through community-led and market-based approaches. Their experience of working with rural communities and smallholder farmers has honed their expertise in addressing climate change and its impact on food production and the environment.

Self Help Africa merged with Gorta in July 2014, and in 2021 merged with UK-based INGO, United Purpose, also a partner of ours. The organisation also owns a number of social enterprise subsidiaries – CUMO Microfinance, TruTrade and Partner Africa.



Click here to read a testimonial by David Dalton, Former Interim Executive Director.

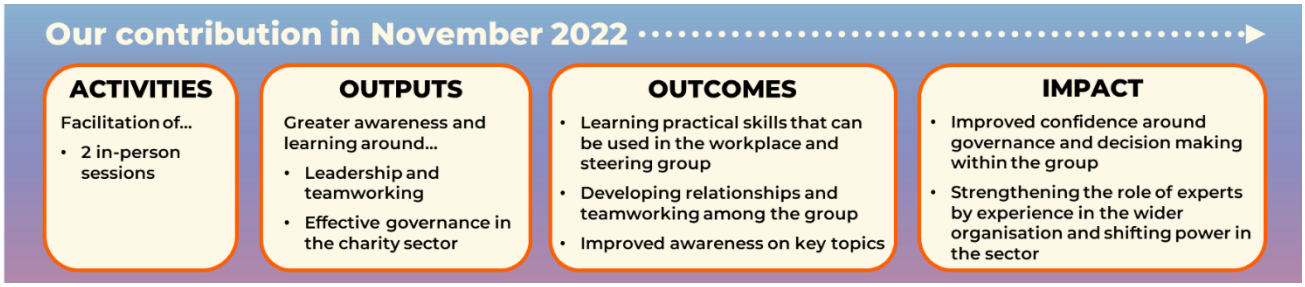
Refugee Action

Refugee Action has been established for more than 40 years. Their vision is that refugees and people seeking asylum will be welcome in the UK. That they will get justice, live free of poverty and be able to successfully rebuild their lives. Refugee Action helps people who've survived some of the world's worst regimes to get the basic support they need to live again with dignity. They then help them build safe, happy and productive lives in the UK.

As part of their commitment to anti-racism, the organisation has consciously been shifting power towards people with lived experience. The Experts by Experience (EBE) steering group was established in 2020. This is who we have been working with.

> **"It was wonderful, informative and rewarding to learn quite a lot and to apply those skills in our daily today lives and with organisations. Also, the trainers were detailed in their way of training hence more understanding, fun and purposeful."**

In addition, Refugee Action has been awarded a three-year grant from The National Lottery Community Fund to deliver a programme to nurture a growing, collaborative community of organisations.



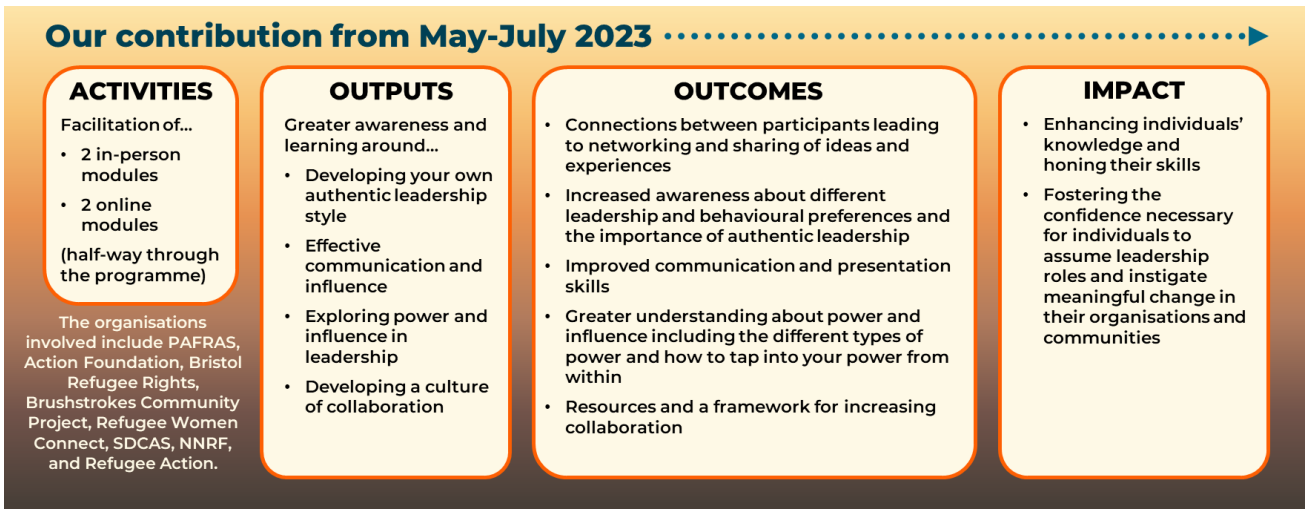
Emerging Leaders Programme

A community of organisations within the UK refugee sector have been bought together to transform the role of Experts by Experience (EBEs), to centre and embed their knowledge, experience and voice in all aspects of service design, delivery, advocacy and community development.

In 2022-23 Refugee Action carried out a needs assessment with EBEs from across the partnership to develop a rolling, centralised training programme to increase their knowledge, skills and confidence to enable them to take on leadership roles and help bring about meaningful change.

As a result, we are piloting our new "Emerging Leaders" programme. This programme will run over 6 months consisting of a mix of full day in-person sessions and shorter online sessions. We are currently half-way through the programme and so the full impacts are unknown.

> **"Thank you so much for your help and your kindness, that was an amazing time I had with you all and I learned some good things that I didn't have before which I appreciate."**



Click here to read a testimonial Dr Ibtissam Al-Farah, EAR/EBE Coordinator of Refugee Action.

Conclusion

In conclusion, our annual report, covering the period from April 2022 to March 2023, has shown that despite the challenges we have faced, we have continued to have a positive impact on individuals, organisations and wider society.

In particular, our findings demonstrate that our contribution has enabled our partners to foster greater connection, clarity, confidence, commitment, adaptability in navigating through change, and a strengthened organisational culture.

Based on our learnings and reflections, we envisage that Caplor Horizons will make some bold changes over the next year to both "how we do things" – challenging ourselves in line with our anti-racist strategy, and "what we do" – being more focused in our activities and smarter with our business model. We will continue to engage our community on these matters.

We are inspired by the progress made so far and excited for what lies ahead as we continue to work alongsid e our partners towards a better future.

People's one-word feelings about our work

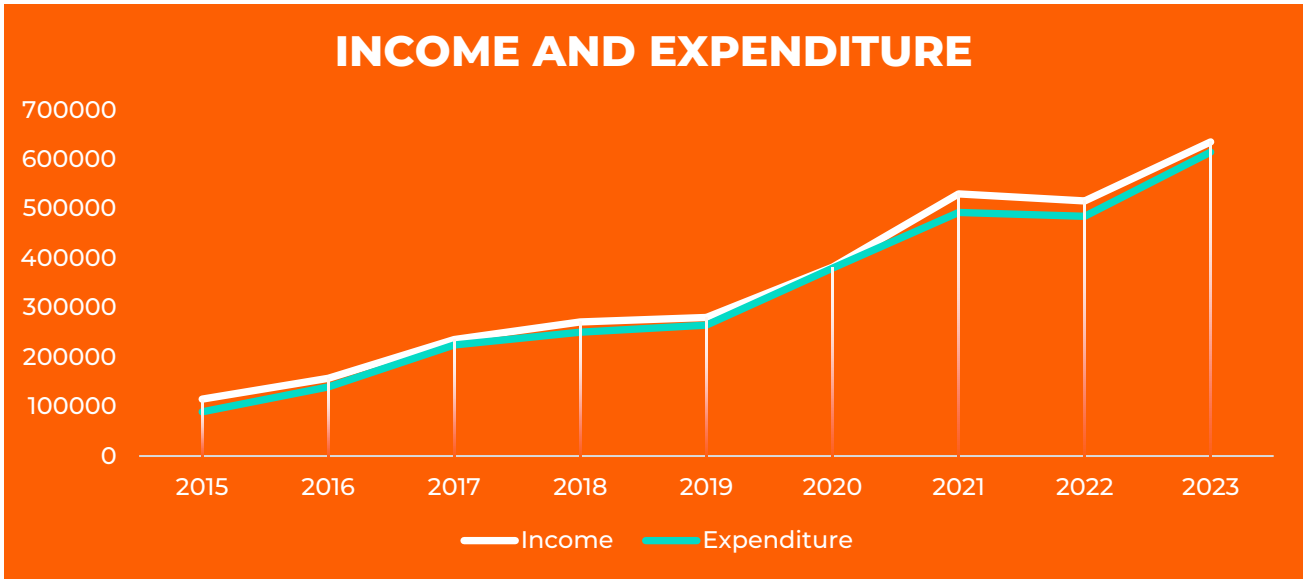
The Word Cloud above summarises individual participants' responses to the question "what is your one word feeling about this session". This is asked at the end of almost every session. These results are taken from a representative sample of our partners/clients. The bigger the word, the more it was mentioned.

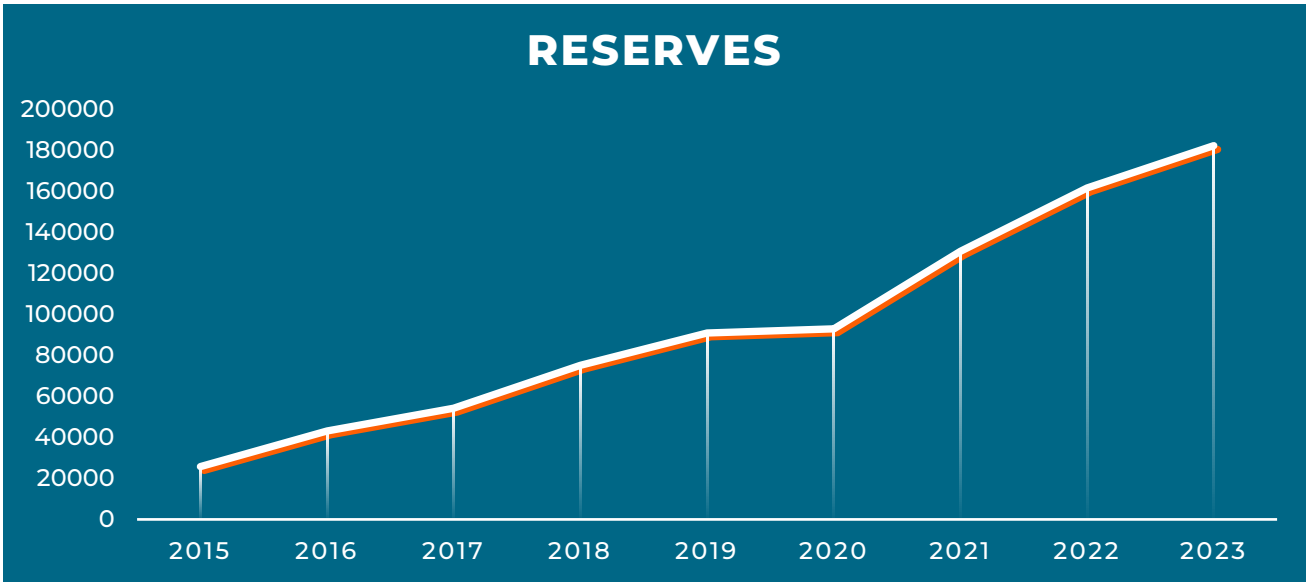
Finance Review

Caplor Horizons' total income for April 2022 to March 2023 was £635,462 and expenditure was £615,259, leading to an overall surplus of £20,203. Of this, The Commitment received an income of £330,128 and spent £319,901, showing that The Commitment contributed to over half (52%) of the total income of Caplor Horizons.

As a result of this year, our reserves level has increased to £181,709 with £130,280 of this being unrestricted and £44,602 and £7,225 being restricted to The Commitment and Children Watch respectively.

Caplor Horizons' income, expenditure and reserves levels over the last 9 years have been included in the graphs below. Income in this financial year increased by approx. £120,000 compared to the previous financial year. This was due to an increased amount of grants and donations income and increased income from charitable activities. Caplor Horizons' expenditure was also higher than last year.





Carbon Emissions

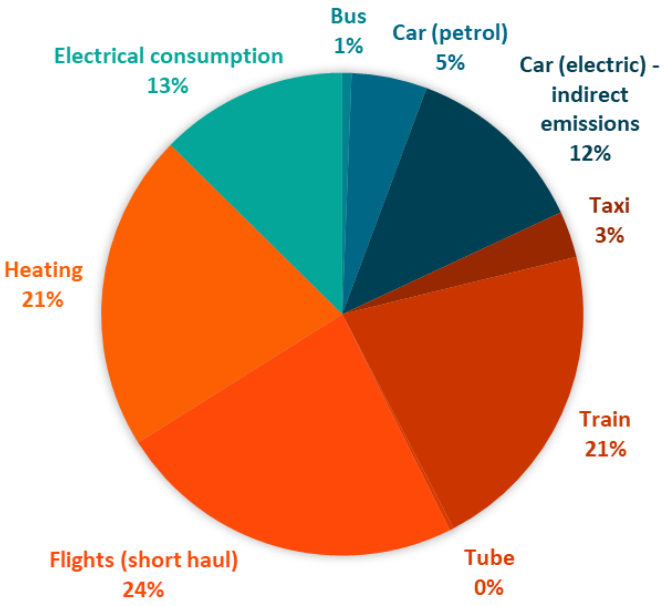
We have self-calculated our carbon emissions for this financial year. They amounted to 6,930.32 kgCO2e.

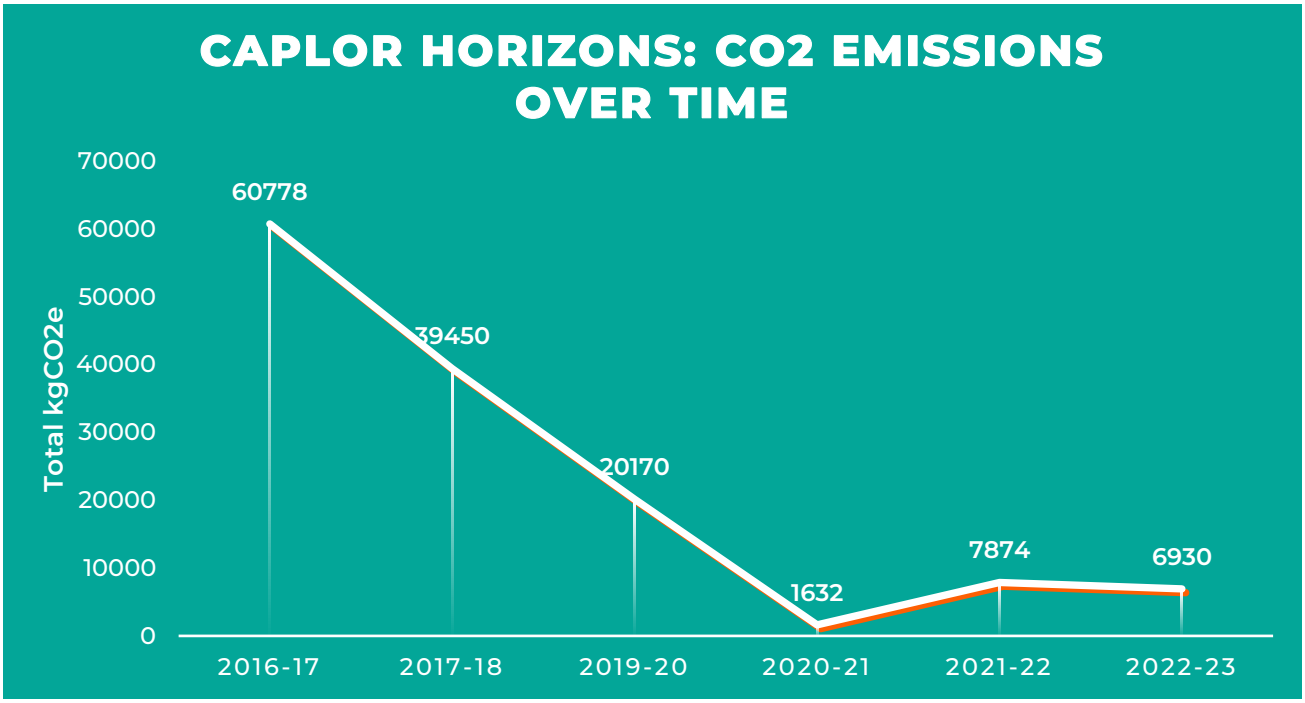
The calculations include estimated emissions for travel and remote working. The tables and charts below give a helpful summary.

The overall trend over time has been an ongoing reduction, with an exceptionally low year in 2020-21 due to Covid-19 and travel restrictions.

Caplor Horizons: CO2 Emissions, 2022-23 (measured in kgCO2e)

Type	Total kgCO2e
Bus	42.97
Car (petrol)	351.12
Car (electric) – indirect emissions	858.08
Taxi	215.51
Train	1468.19
Tube	18.70
Flights (short haul)	1624.50
Heating	1476.01
Electrical consumption	875.22
Total CO2 emissions	6930.32





Policy on Reserves

Having taken stock of practice more widely in the sector externally, and considered various factors internally, including analysing income and expenditure trends, it has been agreed by Trustees that the free reserves held by Caplor Horizons should equate to a minimum of 2 months of average expenditure with an optimum target of 4 months. Average expenditure for the past 3 years being approx. £530,000, the minimum to optimum range is currently £88,000-£177,000.

Investment Policy

All funds are currently held in current accounts and instant access deposits. The Trustees do not consider that funds are sufficient to consider long term investments.

Structure, Governance and Management

Governing Document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. In addition, Caplor Horizons has produced a Governance Guide for Trustees. This is regularly updated.

Trustee Table

Name	Role	Appointment Date	End date
Laura Adams	Chair of the Board	1 April 2015	
Faaria Hussein	Trustee	1 September 2017	4 July 2022
Matthew Lake	Trustee	19 February 2014	30 April 2023
Emma Hillyard	Trustee and Chair of the Finance Committee	3 December 2020	
Shivani Singhal	Trustee	21 January 2022	
Jonathan Kazembe	Trustee	21 January 2022	
Elouise Mayall	Trustee	21 January 2022	
Nimisha Sachdev Bhakta	Trustee	21 January 2022	
Peter Moore	Board Secretary (not a Trustee)		

Appointment of Trustees

As set out in the Articles of Association the Board of Directors shall consist of a minimum of 3 Trustees. Caplor Horizons has 7 Trustees appointed for their skills, experience and commitment they bring. A skills audit of Trustees has been undertaken and this can be found in the Caplor Horizons Governance Guide.

New Trustees are elected at the AGM or by the Board at a regular meeting. The legal constitution requires Trustees to retire by rotation every three years, but there is no legal maximum period. Accordingly:

- Trustees have a term limit of three years and can be reappointed up to twice
- Reappointment is not automatic and depends on a review by the Trustee and the Chair of the Trustee's contributions to the Board
- Trustees will in most cases serve for a maximum of nine years but may stand for re-election after a one-year gap
- The Chair will not be subject to a maximum term as Trustee of nine years
- There is no age limit for serving as a Trustee

Trustee Selection Methods

The Board operates two processes for selecting Trustees: a demand-driven gap-filling process and a supply-driven process responding to suitable individuals. In both processes the final formal steps involve paperwork prescribed in Articles 34 and 35 of the Articles of Association. In the gap-filling process, the Board as a whole or a special committee identifies gaps in the expertise and imbalances in the diversity of the Board based on a Trustee Matrix. In the recruitment process responding to suitable individuals, the Chair and Co-Directors meet from time to time (normally informally) to discuss the names of potential Trustees, either ones they or other Trustees have come up with, or individuals who might have approached the charity.

Trustee Development

Trustees are encouraged to take part in Caplor Horizons activities for their own learning. The Chair and Board Secretary also lead an annual process of review in which Trustees reflect on the performance of their work on the Board over the last year as part of a review of the Board as a whole. The review is in confidence and includes individual achievements and the scope for enhanced contributions or changes in role in the following year.

Trustee Engagement

Trustee meetings take place regularly and are supported by the following committees: Finance Committee and a People and Planet Committee.

At the Trustee meetings, the Trustees review the performance against the strategy and areas of activity for Caplor Horizons, including reserves, risk and performance. The day-to-day administration and management are delegated to the staff and Advisor team.

The Co-Directors and Chair of the Trustees communicate on a regular basis; the Chair of the Finance Committee communicates on the financial performance and position to the Board of Trustees when it meets.

Remuneration Policy

The salaries of staff are reviewed annually with the support of the People and Planet Committee; it is considered in line with the changing responsibilities, growth of the organisation alongside benchmarking within the sector.

Our Remuneration Policy takes into consideration three main areas: affordability, fairness and competitiveness. The pay ratio is monitored to underpin the commitment to fairness. It measures the factor by which the highest salary compares to the lowest. The policy is to keep this ratio within a limit of 3:1.

Risk Management

Caplor Horizons takes very seriously the management of risks to which the charity is exposed whilst at the same time, being an entrepreneurial organisation, which strives to make the most of all opportunities in pursuit of our vision and mission. Our approach to Risk Management therefore endeavours to strike a balance between mitigating and managing risks, while ensuring that the organisation retains the flexible, decentralised and responsive character that has enabled it to succeed and flourish in the early stages. We would characterise this as a 'risk-aware' rather than a 'risk-averse' approach, which emphasises the identification, anticipation, and active management of risks and related opportunities.

Caplor Horizons is committed to being an exemplar learning organisation. This is expressed in many ways, from the renewal of its strategy through to the way it carries out its programmes; also in the way it develops its policies and systems. In particular, Caplor Horizons has undertaken an ongoing policy review process to ensure that appropriate policies are in place and that they are at an appropriate standard – for instance, whistleblowing and safeguarding.

Risk Management Process: Trustees receive an update on organisational risks in the Co-Director's Report for discussion at Board meetings every quarter.

Safeguarding Policy

Protecting children, young people and vulnerable adults from harm is central to achieving our vision of achieving a world in which social, environmental and economic progress in balanced. Recognising we are following and sharing best practise in the sector and have robust safeguarding policy in place. DBS checks are carried out when required.

Click here to read our safeguarding policy.

Privacy Policy

Given EU regulations we are maintaining an up to date and effective data protection privacy protection policy.

Click here to read our privacy policy.

Reference and Administrative Details

Registered Company Number

08901760 (England and Wales)

Registered Charity Number

1157696/0

Registered Office

35 Scotch Firs
Fownhope
Hereford
HR1 4NP

Trustees

Laura Adams (Chair)
Emma Hillyard (Chair of Finance Committee)
Matthew Lake – *resigned on 30 April 2023*
Shivani Singhal
Jonathan Kazembe
Elouise Mayall
Nimisha Sachdev Bhakta

Independent Examiner

Claire Thompson FCCA DChA
Azets Audit Services
Ty Derw, Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB

Core Team

Lorna Pearcey (Co-Director)
Ian Williams (Co-Director)
Rosie Bishop (Co-Director)
Kemal Shaheen (Director of Collaboration)
Iain Patton (Director of Coaching)

The trustee report was approved by the Board of Trustees.

Statement Of Trustee Responsibilities

The trustees, who are also the directors of Caplor Horizons for the purpose of company law, are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Charity registration number 1157696

Company registration number 08901760 (England and Wales)

CAPLOR HORIZONS

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

CAPLOR HORIZONS

STATEMENT OF TRUSTEE RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

The trustees, who are also the directors of Caplor Horizons for the purpose of company law, are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- 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; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

CAPLOR HORIZONS

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF CAPLOR HORIZONS

I report to the trustees on my examination of the financial statements of Caplor Horizons (the charity) for the year ended 31 March 2023.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or

4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Claire Thompson FCCA DChA
Azets Audit Services

Ty Derw, Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB
United Kingdom

Dated: .....

CAPLOR HORIZONS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	**3**	84,318	16,437	100,755	51,804	70,467	122,271
Charitable activities	**4**	213,385	320,941	534,326	186,539	207,208	393,747
Investments	**5**	381	-	381	-	-	-
Total income		298,084	337,378	635,462	238,343	277,675	516,018
Expenditure on:							
Raising funds	**6**	-	-	-	288	6,000	6,288
Charitable activities	**7**	286,459	328,800	615,259	234,975	243,894	478,869
Total expenditure		286,459	328,800	615,259	235,263	249,894	485,157
Net income for the year/ Net movement in funds		11,625	8,578	20,203	3,080	27,781	30,861
Fund balances at 1 April 2022		118,257	43,249	161,506	115,177	15,468	130,645
Fund balances at 31 March 2023		129,882	51,827	181,709	118,257	43,249	161,506

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CAPLOR HORIZONS

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	13		3,523		4,922
Current assets					
Debtors	14	76,728		20,029	
Cash at bank and in hand		207,848		228,459	
		284,576		248,488	
Creditors: amounts falling due within one year	15	(106,390)		(91,904)	
Net current assets			178,186		156,584
Total assets less current liabilities			181,709		161,506
Income funds					
Restricted funds	17		51,827		43,249
Unrestricted funds			129,882		118,257
			181,709		161,506

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023.

The director acknowledges his responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 13/12/23

.....

Emma Hillyard - Treasurer

Company registration number 08901760

CAPLOR HORIZONS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	**20**		(20,992)		90,165
Investing activities					
Purchase of tangible fixed assets		-		(1,263)	
Investment income received		381		-	
Net cash generated from/(used in) investing activities			381		(1,263)
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(20,611)		88,902
Cash and cash equivalents at beginning of year			228,459		139,557
Cash and cash equivalents at end of year			207,848		228,459

1 Accounting policies

Charity information

Caplor Horizons is a private company limited by guarantee incorporated in England and Wales. The registered office is Caplor Farm, Fownhope, Hereford, HR1 4PT, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "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 (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

The trustees report an unrestricted surplus of £11,625 (2022: £3,080) and a restricted surplus of £8,578 (2022: £27,781).

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is included in the Statement of Financial Activities (SoFA) when:

- The charity have entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity or its subsidiary;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

The charity has incurred expenditure on support costs.

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	10% reducing balance
Computers	33% reducing balance

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies **(Continued)**

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1 Accounting policies **(Continued)**

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Taxation

As a registered charity, Caplor Horizons is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£
Donations	84,318	16,437	100,755	122,271
For the year ended 31 March 2022	51,804	70,467		122,271

4 Charitable activities

	2023 £	2022 £
Sales within charitable activities	190,370	169,539
Performance related grants	343,956	224,208
	534,326	393,747
Analysis by fund		
Unrestricted funds	213,385	186,539
Restricted funds	320,941	207,208
	534,326	393,747

Performance related grants		
Miranda Trust	235,000	100,708
CB & HH Taylor Trust	10,000	10,000
Gower Street	33,000	52,500
William Cadbury Trust	10,000	-
Oakdale Trust	3,000	3,000
Samworth Foundation	3,000	-
The John Ellerman Foundation	-	30,000
Cobalt Trust	20,000	20,000
Ashden Trust	20,000	-
Wienstock Fund	-	3,000
Souter Trust	-	2,000
Open Gate	-	2,000
The Little Charity	-	1,000
Chapman Trust	2,000	-
Graphite Central	2,500	-
John Eccles	2,500	-
We are8 Media	2,956	-
	343,956	224,208

5 Investments

	Unrestricted funds 2023 £	Total 2022 £
Interest Received	381	-

6 Raising funds

	Total	Unrestricted funds	Restricted funds	Total
	2023 £	2022 £	2022 £	2022 £
Fundraising and publicity				
Other fundraising costs	-	288	6,000	6,288
	-	288	6,000	6,288

7 Charitable activities

	2023 £	2022 £
Staff costs	450,463	317,178
Advisor Fees	13,440	37,519
Consulting	120	-
General expenses	9,773	1,780
Insurance	2,278	2,403
Foreign Currency Losses	33	(56)
Postage, freight & courier	376	294
Travel - International	2,922	7,367
Travel - National	37,526	13,032
Legal expenses	-	13
	516,931	379,530
Share of support costs (see note 8)	96,128	97,419
Share of governance costs (see note 8)	2,200	1,920
	615,259	478,869
Analysis by fund		
Unrestricted funds	286,459	234,975
Restricted funds	328,800	243,894
	615,259	478,869
For the year ended 31 March 2022		
Unrestricted funds	234,975	
Restricted funds	243,894	
	478,869	

8 Support costs

	Support costs	Governance costs	2023	2022	Basis of allocation
	£	£	£	£	
Depreciation	1,399	-	1,399	2,059	Support
Advertising	34,450	-	34,450	37,825	Support
Audit & accountancy	10,410	-	10,410	6,238	Support
Bank fees	1,024	-	1,024	640	Support
Subscriptions	1,143	-	1,143	702	Support
IT maintenance	21,222	-	21,222	35,271	Support
Printing & stationery	894	-	894	302	Support
Rent	-	-	-	1,014	Support
Staff training & recruitment	24,082	-	24,082	12,756	Support
Telephone & internet	1,504	-	1,504	612	Support
Independent Examination Fees	-	2,200	2,200	1,920	Governance
	96,128	2,200	98,328	99,339	
Analysed between					
Charitable activities	96,128	2,200	98,328	99,339	

Governance costs includes payments to the Independent Examiner of £2,200 (2022: £1,920) for Independent Examination fees.

9 Net movement in funds

	2023	2022
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's Independent Examiner for the Independent Examination of the company's financial statements	2,200	1,920
Depreciation of owned tangible fixed assets	1,399	2,059

10 Trustees

During the year, two trustees received expenses from the charity totalling £643 (2022: £142).

During the year, two trustees made donations to the charity which totalled £220 (2022: 2 trustees £240).

No trustees received any other payments or remuneration.

11 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
	10	8

Employment costs	2023 £	2022 £
Wages and salaries	390,489	278,282
Social security costs	37,701	24,317
Other pension costs	22,273	14,579
	450,463	317,178

No employee received emoluments in excess of £60,000.

Key Management Personnel

The key management personnel of the charity comprise the Co-Directors as detailed in the Trustees Report. The total employee benefits of the key management personnel of the charity was £183,334 - 3 Co-Directors (2022: £169,927 - 3 Co-Directors)

There were no employees whose annual remuneration was more than £60,000.

12 Taxation

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

13 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2022	1,945	12,568	14,513
At 31 March 2023	1,945	12,568	14,513
Depreciation and impairment			
At 1 April 2022	908	8,683	9,591
Depreciation charged in the year	104	1,295	1,399
At 31 March 2023	1,012	9,978	10,990
Carrying amount			
At 31 March 2023	933	2,590	3,523
At 31 March 2022	1,037	3,885	4,922

14 Debtors

	2023	2022
Amounts falling due within one year:	£	£
Trade debtors	37,124	15,235
Other debtors	39,023	4,389
Prepayments and accrued income	581	405
	76,728	20,029

15 Creditors: amounts falling due within one year

	Notes	2023	2022
		£	£
Other taxation and social security		12,603	9,988
Deferred income	**16**	-	44,147
Trade creditors		5,324	2,112
Other creditors		52,263	27,857
Accruals		36,200	7,800
		106,390	91,904

16 Deferred income

	2023	2022
	£	£
Other deferred income	-	44,147

Included in deferred income above is income in advance of service delivery:

	2023	2022
	£	£
Balance brought forward	44,147	-
Income received	-	44,147
Income released	(44,147)	-
	-	44,147

17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in funds			Movement in funds		
	Balance at 1 April 2021	Incoming resources	Resources expended	Balance at 1 April 2022	Incoming resources	Resources expended	Balance at 31 March 2023
	£	£	£	£	£	£	£
The Commitment	15,468	267,862	(248,955)	34,375	330,128	(319,901)	44,602
Children Watch	-	9,814	(940)	8,874	7,250	(8,899)	7,225
	15,468	277,676	(249,895)	43,249	337,378	(328,800)	51,827

The Commitment
Donations relate to a recently adopted project, which aims to accelerate political action on climate change and biodiversity loss.

Children Watch
Caplor Horizons launched an emergency appeal to provide relief to the survivors of the heavy and unprecedented floods in Tamil Nadu.

We also provide strategic support to Children Watch and help with their programmes. Currently Children Watch is working towards addressing the livelihood needs of young women, mothers and adolescent girls through skills training and income generation schemes.

18 Analysis of net assets between funds

	Unrestricted 2023	**Restricted 2023**	**Total 2023**	Unrestricted 2022	Restricted 2022	Total 2022
	£	**£**	**£**	£	£	£
Fund balances at 31 March 2023 are represented by:						
Tangible assets	3,523	-	3,523	4,922	-	4,922
Current assets/(liabilities)	126,359	51,827	178,186	113,335	43,249	156,584
	129,882	51,827	181,709	118,257	43,249	161,506

19 Related party transactions

Transactions with related parties

There were no other related party transactions in the current or previous year, other than those disclosed in note 10 to the financial statements.

20 Cash generated from operations	**2023**	**2022**
	£	**£**
Surplus for the year	20,203	30,861
Adjustments for:		
Investment income recognised in statement of financial activities	(381)	-
Depreciation and impairment of tangible fixed assets	1,399	2,059
Movements in working capital:		
(Increase)/decrease in debtors	(56,699)	11,699
Increase in creditors	58,633	1,399
(Decrease)/increase in deferred income	(44,147)	44,147
Cash (absorbed by)/generated from operations	(20,992)	90,165

21 Analysis of changes in net funds

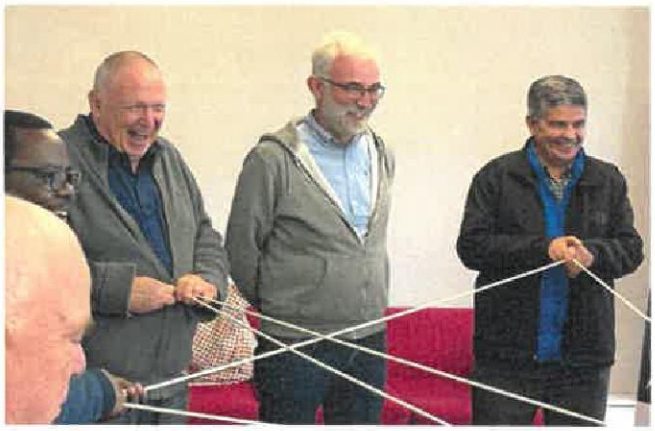
The charity had no debt during the year.

CAPLOR HORIZONS

England & Wales - Charity number 1157696

Accounts

CaplorHorizons



CAPLOR HORIZONS ANNUAL REPORT 2021-2022

Registered Charity Number:
1157696

Registered Company Number:
08901760 (England and Wales)

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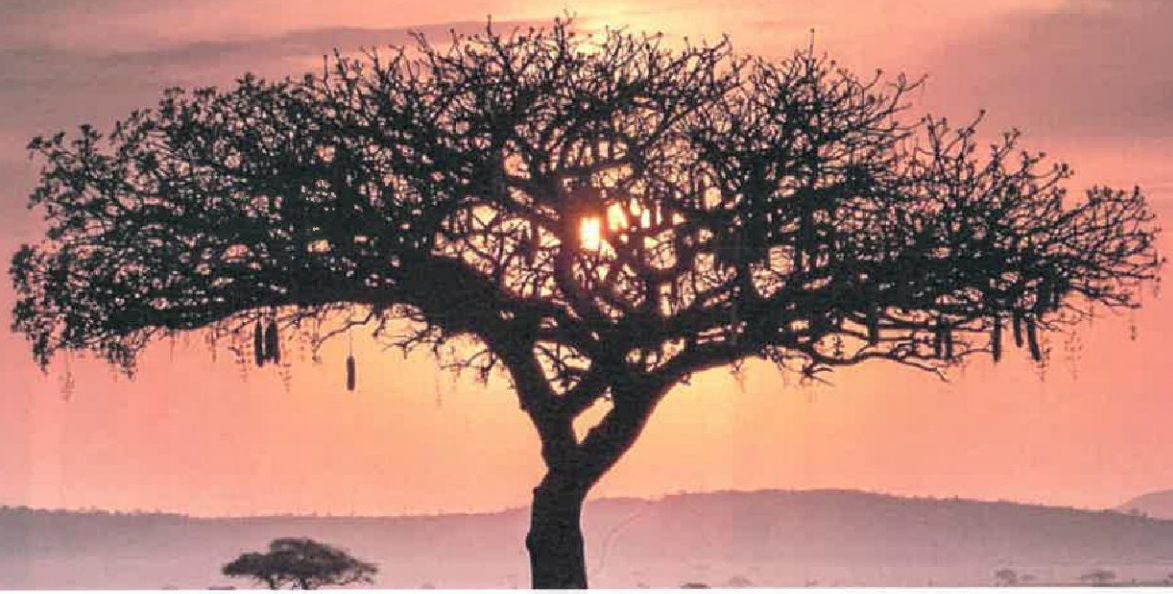

The Trustees present their report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 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 (FRS 102) (effective 1 January 2019)"

Message from our Chair

Welcome! We hope you find this Trustee Annual Report insightful. We would be pleased to hear any reflections or ideas that you might have.

Each year we produce a Trustee Report. It is a way of ensuring we are keeping true to the guiding star of our strategy and the annual plans we commit ourselves to.

Whilst it is a distinct report, is always informed by the challenges and learning that have arisen during our Impact Reporting process. This ensures the shorter-term perspective is framed within a longer-term context.

Established in April 2014, the current strategy of Caplor Horizons runs from April 2021 to March 2024. It has three strategic goals: transforming leadership, strengthening resilience and increasing collaboration. Our annual plans are organised around these three strategic goals.

Working locally, nationally and internationally, Caplor Horizons works with individuals, teams and organisations to strengthen their leadership, renew their strategy and improve their influence.

Caplor Horizons also hosts The Commitment. We usually work with established organisations. In this instance we have been helping establish an organisation.

The Commitment started in April 2019. The Commitment has four strategic goals: influence politicians, gather Commitments, increase and diversify income, strengthen the organisation.

I am pleased to set the scene for this report by sharing that that we have, overall, met and exceeded the targets set out in the annual plans against the relevant strategic goals. Furthermore, we have done this in ways that are congruent with our values and culture which is of great importance to us.

Happy reading!

Laura Adams

Chair of the Board of Trustees

A picture from our Christmas Board meeting in 2021

Message from our Co-Directors

The world is facing immense challenges, yet opportunities for positive transformation exist. We are particularly concerned about the environmental crisis and believe if receives far too little attention.

There is no simple formula for success, however, we share a strong conviction that inspiring and enabling change makers is vital. At the centre of our approach is a dedication to fostering diverse, skilful leaders and organisations who are self-aware, adaptable, and innovative, and who are systems thinkers able to deal with uncertainty and rapid change. We believe, with mindsets and skills such as these, we will enable leaders to deliver a sustainable future for all.

Over the last 8 years, Caplor Horizons has gone through many 'curves'.

In 2019, we started incubating The Commitment. This shook us up and caused major ripples in terms of strengthening our voice about climate change and biodiversity loss. It is our way of directly responding to the environmental crisis. The Commitment has now grown. Today, it is similar in size – in terms of income and expenditure – to Caplor Horizons. However, it is still relatively early in its life in terms of demonstrating impact. As such, the main balance of this report is still tilted towards examining the evidence of the impact of Caplor Horizons.

Another key curve for us was shifting our work to be 100% online during the pandemic. This very significantly changed the way we work, even though we were already working online to some extent.

We are now at a point where we are looking for our next curve to continue to be relevant and inspiring to the next generation of leaders and organisations.

We are currently in the stages of developing a 'Next Generation Change Makers Programme' that will equip young people for success in this changing world, with themes such as eco-feminism, intergenerational leadership and compassion running throughout. Through learning together we believe the current generation of leaders can transform their levels of effectiveness. It is not possible or fair to leave responsibility for facing the future to young people.

Collaboration has been a big focus for us this year. From working in deeper ways with our partners, to strengthening our learning about what creates effective collaboration. This has also been very relevant for The Commitment which is growing and has put collaboration at the heart of its approach.

Big systemic change requires dynamic and broad-based effort from a wide variety of actors. The Sustainable Development Goals set out a shared blueprint for peace and prosperity for people and the planet. The SDGs can only be met if we work together and in complementary ways.

This Trustees report highlights the impact we are having at individual, organisational and societal levels. It also reflects the maturity of Caplor Horizons. We have gone back to speak with some of our oldest partners to understand the legacy we have left behind and whether the benefits are still being felt today. In general, everyone we spoke to felt that we had left our mark in one way or other, whether it was strengthening their confidence and abilities as a leaders or providing their organisation with greater clarity and vision to achieve their goals.

Whilst The Commitment is relatively new in its journey, we have been able to report some tangible progress, with increased levels of feedback from stakeholders involved including politicians.

Looking ahead we will reflect and act on the important challenges and opportunities for improvement arising from the process of drawing together this report.

We could not have reached the influence and ripples of change that we are reporting without the fantastic contribution of our Advisors, Board, Staff and wonderful Caplor Community which includes our Strategic Change and Development Group (SCDG), partners and funders.

We want to take this time to thank everyone that has been on our journey with us!

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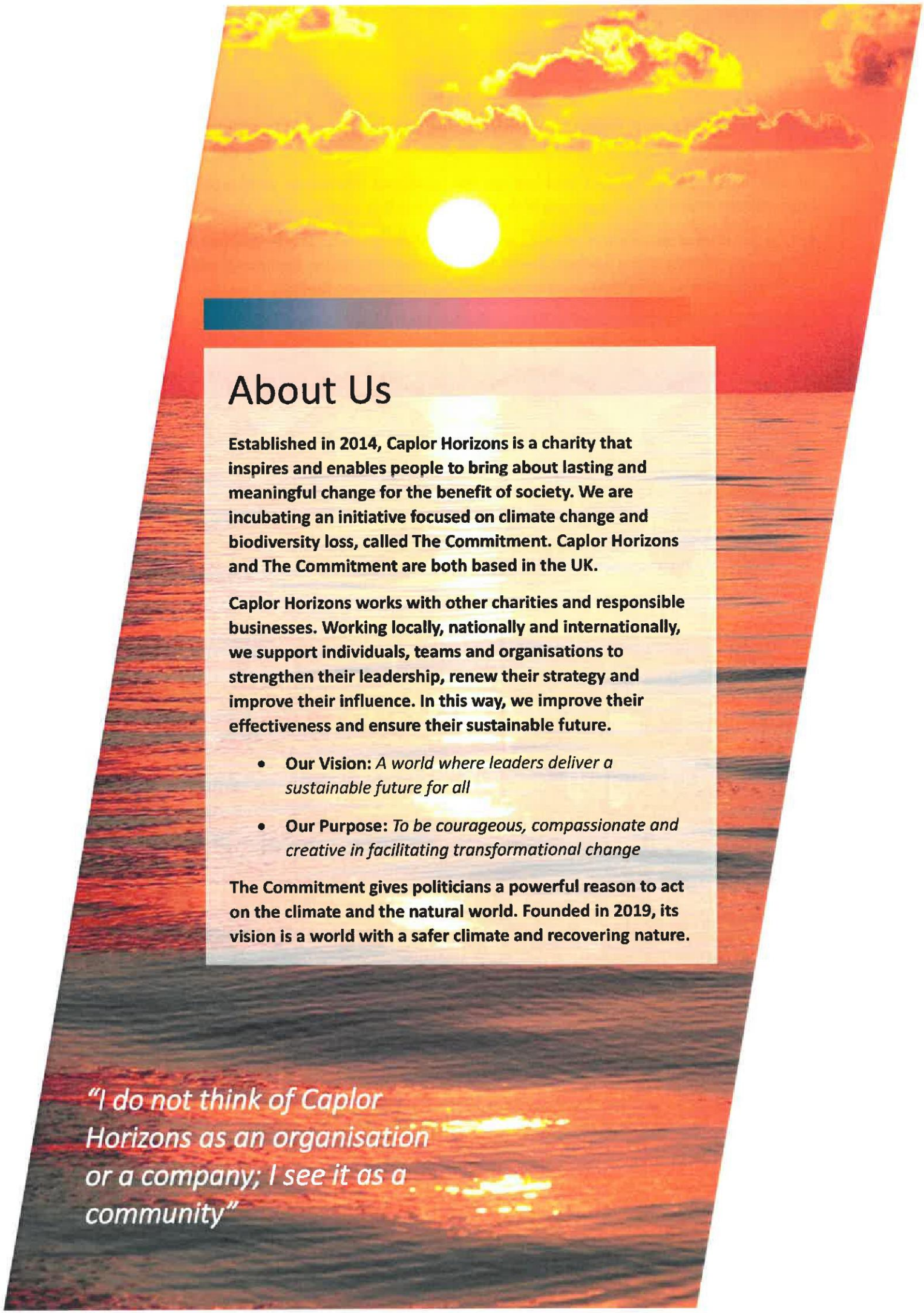
This is a picture from one of our online strategic change and development group (SCDG) gatherings. It is comprised of a wide range of people across various countries, including partner representatives. The group was formed to help develop our current strategy. It now meets every six months or so to help keep us focused on what matters. Going forwards the SCDG can play an increasingly important role in keeping us in touch with the realities faced by the organisations we work with whilst stimulating different and new ways of doing things.



About Us

Established in 2014, Caplor Horizons is a charity that inspires and enables people to bring about lasting and meaningful change for the benefit of society. We are incubating an initiative focused on climate change and biodiversity loss, called The Commitment. Caplor Horizons and The Commitment are both based in the UK.

Caplor Horizons works with other charities and responsible businesses. Working locally, nationally and internationally, we support individuals, teams and organisations to strengthen their leadership, renew their strategy and improve their influence. In this way, we improve their effectiveness and ensure their sustainable future.

- **Our Vision:** *A world where leaders deliver a sustainable future for all*
- **Our Purpose:** *To be courageous, compassionate and creative in facilitating transformational change*

The Commitment gives politicians a powerful reason to act on the climate and the natural world. Founded in 2019, its vision is a world with a safer climate and recovering nature.

"I do not think of Caplor Horizons as an organisation or a company; I see it as a community"

Our Year in Numbers

We worked with **33 organisations** to deliver their work across **50 different countries**

We facilitated over **160 sessions, 87% online, 13% in person**

We directly worked with **over 1,100 change makers**

We developed or renewed **15 organisational strategies**

Our weekly updates reached over **2,000** people in **30** different countries

We continue to be a carbon **zero** organisation

We hosted **4 webinars**, which were attended by over **150 participants** from **10 countries**

We **coached 13 CEOs** and senior leaders

The Commitment reached the milestone of **7,000 commitments.** This is 7,000 votes for politicians who will prioritise climate change and the natural world.

We had **110 volunteers** contributing **1,153 days** of *pro bono* support, which is the equivalent of **£576,500**

A total of **£9,800** was raised to respond to Children Watch's emergency appeal in Tamil Nadu

We published **4** new **Ripple Papers**

General feedback

We systematically collect feedback and evidence of impact throughout the year, in both qualitative and quantitative ways. Our approach includes anonymous feedback surveys, in-depth interviews with specific partners, a Caplor Community survey, testimonials from partners and an impact report for The Commitment.

SURVEY RESULTS

100% of people scored the **quality** of our work an 8 out of 10 or above	**77%** of people feel that their involvement with Caplor Horizons had a **lasting effect**	**86%** of people feel more **confident** in their leadership ability as a result of working with us	**73%** of people said they or their org feel more **resilient and future proofed** due to working with us
95% of people feel inspired to be **courageous, compassionate and creative** in their leadership as a result of working with us	**91%** of people said they or their org is better equipped to achieve their **purpose/mission** on account of working with us	**73%** of people have been inspired to explore or embed **different leadership models** such as feminist leadership or shared leadership	**68%** of people said they or their org are more willing to explore opportunities for **collaboration within and outside their sector**

INTERVIEW RESPONSES

When asked to describe what the experience of working with Caplor Horizons was like, our partners used the following words in the semi-structured interviews

CHALLENGES AND LEARNINGS

We are a learning organisation and always think it is important to reflect on the challenges we have faced and the learning these have bought so that we can continue to provide a better service and work in more effective ways.

Through analysis of the anonymous surveys and the partner interviews, we were able to identify five main challenges concerning the work of Caplor Horizons...

- *Be even more challenging – sit with discomfort and encourage difficult conversations to be had*
- *Enable even greater buy-in of key stakeholders when possible – especially given how teams change over time*
- *Link our engagement more explicitly to environmental and societal issues – use the SDGs more.*
- *When relevant, complement high-level strategies with more substantial detail, including implementation plans*
- *Keep committed to making our resources and approach inspiring yet practical, with real examples.*

Our Advisors

We have around 50 Advisors that support us to achieve our goals. These are outstanding people that bring specialist knowledge and experience from all walks of life. They contribute their time on a voluntary basis, or at reduced rates, so that we can provide high quality and distinctive services to our partners at an accessible cost. The quotes below are from our Advisors...

"Caplor Horizons gives me the opportunity to maximise the benefit of my skills, knowledge and experience by sharing them with a wider global audience that would otherwise be denied access to these inputs."

"Learning from Caplor sessions has equipped me to think and act more deeply and systematically in my leadership"

"I am able to use the fresh insights I gain from working with Caplor Horizons to encourage fresh perspectives in others"

"It is a great privilege to be able to work with such wonderful people in such an exceptional organisation"

"The relationship has encouraged me to remain accessible to a broader, younger and more diverse audience"

"The satisfaction and sense of team belonging I get working with you, I simply don't experience anywhere else."

The Commitment

Established within Caplor Horizons in 2019, The Commitment seeks to speed up government action on the climate and biodiversity. We aim to have significant impact on politicians and the policy that they create. We do this by showing politicians that their voters care about environmental issues to such an extent that they will vote on it.

In June 2022, the Climate Change Committee published its latest progress report, and the key findings were clear. In 2021, as the UK recovered from COVID, emissions were up 4% on the previous year. Whilst the UK has a solid Net Zero strategy in place, progress is hindered by lack of policy to support delivery of the strategy. As such, the work of The Commitment is more important now than ever.

Over the last year, we have made considerable progress in all areas of activity and have shown that The Commitment has significant potential to contribute to the acceleration of government action.

The Commitment's impact can be seen through various lenses in which we work; Politicians, People and Partnerships, which all contribute to the wellbeing of the planet.

PEOPLE

The Commitment empowers citizens to participate in the democratic process and inspires them to take further social and political action in their communities.

We have successfully shown that we can gather large numbers of Commitments nationally, locally and from a broad cross-section of society and that they will have a significant impact on politicians. This year alone we gathered 5,240 Commitments, meaning we now have over 7,000 in total. This is 7,000 votes for politicians who will prioritise climate change and the natural world. These include Commitments from those that are not usually associated with environmental action, amplifying voices that are not typically heard. This has a powerful influence on politicians and demonstrates the breadth of support for urgent government action.

In addition, our feedback has shown that after making The Commitment, people not only feel more positive, but they are also inspired to do more for their local community and the planet. We have also had 4 Committers who sought to volunteer with us in varying capacities after making the Commitment themselves.

POLITICIANS

The Commitment shows politicians the strength of support for climate action amongst their voters. Our aim is for politicians to take more action for the environment both locally and centrally, motivated both by the number and the diversity of Committers in their areas.

As an evidence-based organisation taking a new approach, we have valuable learnings to share with others. In 2021, we undertook a joint research project with our partners Hope for the Future in order to test and improve modes of engagement with politicians.

Politicians responded positively to The Commitment's approach, describing it as 'unique' and 'refreshing'. This is because it requires significant effort from citizens which demonstrates strong conviction and it gives a voice directly to individual citizens often with considerable emotive and narrative power.

Jackie Bailie MSP West Dunbartonshire: *"[The Commitment's] unique space is about enabling the relationship between constituents and politicians, particularly because you bring voices that don't usually get heard to the table."*

PARTNERSHIPS

We know that our objective will only be met by working with others and we have put collaboration at the heart of our approach.

We are working to coordinate our choice of target politicians with other organisations and are in discussions with Green Alliance, Green New Deal UK, Hope for the Future and Nature Friendly Farming Network.

We have established partnerships or begun discussions with a large number of organisations, for example Lush, Olio, UKHACC, the Climate Coalition, the NHS, the Wildlife Trusts, EAUC (The Environmental Association of Universities and Colleges) and Be the Earth.

We have developed a 'Take Action' page on our website which provides resources as to how our Committers can do more with other organisations once they have made The Commitment.

We aim to build a strong and active volunteer base and have developed a strategy to enable us to do so.

Sarah Robinson, Director, Hope for the Future, UK: *"The Commitment offers a unique contribution to the climate movement, with a simple but effective tool that provides politicians with a constituency mandate for climate action with the power of personalisation that is lacking from petitions and surveys."*

Tessa Clarke, Olio Founder, UK: *"I have two young children, and having gone deep into the climate science I'm deeply concerned that societal collapse is on the horizon as a result of the destruction of the planet. I want our politicians to do the right thing and be on the right side of history, and that's why I'm making The Commitment."*

Richard Smith, Chair of UKHACC, UK: *"I have four grandchildren, and I fret greatly about what kind of future they will experience. For all these reasons how politicians respond to the planetary crisis will decide whom I vote for--in all elections at every level."*

Examples of our work and achievements

This provides a brief overview and taster of some of the work we did in 2021-22. To find out more about our impact, and how our work related to delivering the Sustainable Development Goals, visit our website to read our impact report.

COACHING AND MENTORING SUPPORT

"It has been invaluable. Of particular benefit has been the support to remain strategic in my work for our organisation. And in parallel to keep a focus on personal goals and work life balance." Fiona Dowling, CEO, Edmund Rice Development, Ireland

"My coach is incredibly encouraging and seems to have a lot of faith in my ability to learn and overcome the challenges. His ability to convey a deep positivity and strong grounding in what really matters has been so helpful. I'm in a place of role transition and speaking to my coach is really helping me figure out what I should and should not be doing." Shivani Singhal, Head of Dharohar, India

"We have a genuinely trusting and respectful two-way relationship. It's a privilege to have such a relationship and space to get valuable help, especially at a time when my attention can be so split between different priorities. It is a place of safety where I can explore my business goals without any of my other commitments interfering." Laura Adams, Self-employed, Remarkable Impact, UK

"A greater sense of perspective – understanding my own issues in an expanded relevant context – reducing mountains back to mole hills, and recognising sometimes molehills are actually mountains" Andy Simmonds, CEO, AECB, UK

AN COSÁN

An Cosán is Ireland's largest community education organisation. Their mission is to empower women and children left furthest behind through learning, leadership and enterprise. An Cosán offers a variety of programmes in early years education and care, parenting, community, further and higher education. While they welcome all, their focus is primarily on women and children as they believe this is the most effective way to break the cycle of intergenerational poverty.

Caplor Horizons has been working with An Cosán since 2020, running over 15 online workshops and 2 in-person gatherings (with over 100 people) to support An Cosán's leadership and team development. Our involvement also included an extensive and highly participative strategy renewal process.

Heydi Foster, CEO, Ireland: *"Overall, great progress has been made since January 2020. In particular, positive progress has been made in all areas of the organisational culture.*

Despite working apart due to Covid-19, the team is feeling more connected, individuals are being supportive and compassionate towards one another, and we have been courageous in our approach during such a turbulent time...

The sessions have been transformational. Caplor Horizons have worked with me in finding innovative, creative ways to re-energise the organisation. They have helped to strengthen the way we work together as a team and an organisation so that we can continue to provide our essential services to individuals, families and children across Ireland."

TECHNOSERVE

TechnoServe is an international NGO operating in almost 30 countries that promotes business solutions to poverty. By linking people to information, capital, and markets, they have helped millions to create lasting prosperity for their families and communities.

Since it was established TechnoServe's work has helped transform the lives of 407,000 beneficiaries, 41% of which are women.

Caplor Horizons has worked with TechnoServe since 2015. Over the years we have provided leadership and strategy support to their regional and country programmes, for example in Kenya and Southern Africa. In 2021, we were asked to facilitate a robust strategy renewal process engaging staff in nearly 30 countries in the development of a forward-looking "compass" that will guide their organisation for the next 10 years. This was one of our largest workstreams in 2021-22 and involved up to 20 of our volunteer Advisors.

Kindra Halvorson, Chief Transformation Officer, USA: *"Our engagement has been consistently thought-provoking, productive and delightful, from our initial discussions about how we might approach a participatory process that could span 5 continents and 1,800 staff, to the introduction of subject matter experts that can deepen our thinking on key topics, to superb facilitation from you and your advisors, to the firm but diplomatic advice on articulating our emerging Compass. I'm feeling excited and confident about the Compass that will result."*

Will Warshauer, President and CEO, USA: *"Their approach and guidance struck a great balance between moving things forward in a concrete way while also creating lots of opportunity for participation and input. I also appreciated the extensive network of experts and advisors that they were able to access and plug into the process to stimulate and expand our thinking on the importance of culture, agribusiness trends and feminist leadership, among other topics. Our staff are telling us repeatedly how much they appreciate the inclusive nature of this strategy process, and we certainly couldn't have done that without you."*

ACTIONAID IRELAND

Women and children living in poverty and exclusion are central to ActionAid Ireland's work. A feminist lens drives them to better understand power and its many manifestations, enabling them to work towards more equitable redistribution of power and resources and to enhance women's ability to claim and enjoy their human rights.

ActionAid Ireland engaged Caplor Horizons in 2021 to support the development of their organisation's strategy for the next five years. As part of the process, we gave learning inputs and facilitated conversations around feminist leadership.

The new strategy is a significant departure from the previous one (which had largely focused on internal issues). It is much bolder and focusses on systemic issues and long-term impact. This change of focus created uncertainty and difficulties in bringing the whole ActionAid Ireland team on the journey, and we learnt some useful lessons about how we could have improved our approach, for example to test assumptions among the team from the outset and encourage difficult conversations to be had along the way.

Karol Balfe, CEO, Ireland: *"Caplor Horizons were extremely flexible, responsive, full of empathy and encouragement. When they provided their guidance, it was very much grounded and based in a wealth of experience, but also backed up by research and evidence current thinking about change processes, leadership and strategic change."*

In addition to this work, we have helped to connect ActionAid Ireland with other NGOs in Ireland to share their knowledge and experiences. For example, with Edmund Rice Development, traditionally a very male dominated congregation.

ELLA'S

Ella's is a London-based organisation working with women who have survived trafficking and sexual exploitation. They are passionate about providing the best care for as many survivors as they can. As part of this they offer safe house accommodation for women when they are most vulnerable, care to help them recover and move forward, and long-term community-based support to help survivors build safe, independent lives. The support they provide is essential for the safety and freedom of women.

We have worked with Ella's since 2019 and have facilitated a strategy development process, provided leadership and team development support and helped them to set up as an independent charity. We have also been supporting the leadership team by helping them transition to a shared leadership approach with two Co-Directors.

Emily Chalke and Minke Van Til, Co-Directors, UK: *"The inputs have led to significant strategic change, improved team development and collaboration, greater sense of belonging to Ella's among staff and volunteers, greater passion within the team, a better understanding of the direction of growth and a more unified way of communicating."*

UBUNTU.LAB

Ubuntu.Lab is a network that believes in the inherent power of Africans to bring about social, economic, and political transformation on the continent. Their aim is to prepare, equip and train a new generation of African change-makers.

In late-2021, Caplor Horizons facilitated a strategy renewal process with Ubuntu.Lab. The team, based in 28 African countries, collaborated to produce an aspirational strategy on a page using metaphors and symbols to celebrate the innovation, creativity, history and strength of the African continent. This strategy will help the network guide their work to empower the next generation of African leaders to lead change on a local, national and international scale.

Sharon Schalkwyk, Executive Director, South Africa: *"Caplor is perceived very positively. They are efficient, effective and produce something of significance too! Caplor holds the event space very well in a streamlined way. Caplor doesn't step in with the answers and recognises Africa has to find its own way. So Caplor listens respectfully. Our conversations are easy, warm and genuine and we know you want us to succeed."*

EDMUND RICE CHRISTIAN BROTHERS

Our work with Edmund Rice began in 2015 and has been ongoing ever since. As part of our partnership, we have worked with Edmund Rice Christian Brothers from across the globe, as well as Edmund Rice International, an advocacy NGO with a presence at the UN in Geneva.

Most of our work is with Edmund Rice Development (ERD), a development agency in Ireland who works with Edmund Rice projects across 15 countries in the areas of human rights, education, health and livelihoods (in response to local need).

A large part of this work centres around deepening collaboration within and beyond the network to enable ERD to achieve lasting change in the lives of those made poor.

Other more recent interventions include governance training in their Africa Province, Latin America Province, India Province and Philippines Province; a strategy renewal process with the Africa Province; as well as a global strategy renewal process for ERD as a whole.

Clement Sindazi, Deputy Africa Province Leader, Zambia: *"I like their inclusive and participatory approach. Being exposed to likeminded organisations (collaboration potential) and learning from others' systems, operations and approaches has been very positive. Our teamworking, consensus building, and decision-making are much better as a result of working with Caplor Horizons."*

Fiona Dowling, CEO, and Dean McGlaughlin, Executive Director Resources and Planning: *"During the last seven years our conversations, and planning, with Caplor Horizons, both formally and informally, have been amplified in value by the input of so many experts in so many fields but all integrated into the overarching Caplor Horizon approach. It is like having the very best minds on any topic available to discuss, dream, plan and execute."*

HOPE FOR THE FUTURE

Hope for the Future (HFTF) is a climate charity which works to equip communities, groups and individuals across the UK with the skills required to communicate the urgency of climate change with their local politicians. Their vision is to see communities and their elected representatives across the UK come together to take decisive action on climate change.

HFTF and Caplor Horizons first met each other in late 2019, via a wider collaboration with The Commitment, and against the backdrop of significant growth and change for HFTF. As a result, Caplor Horizons embarked on a journey to support the development of individuals, teams and the organisation.

Sarah Jordan, Director, UK: *"Most recently, our support from Caplor has been for our strategy refresh. This will absolutely have an impact on societal and systemic change as our new strategy will lead us to having a greater positive impact on how the UK tackles climate change over the next decade. "*

Helena Ritter, South of England and Wales Regional Coordinator, UK: *"The tools used have really helped our organisation, for example helping to understand each other better and how we work across teams. I appreciated the way everyone has been involved in developing the strategy and was able to steer its direction."*

CHILDREN WATCH

Like so many people responding to the pandemic, T. Raj, who leads the NGO Children Watch, is helping to address some of the inequalities communities are facing. Children Watch works with tribal and dalit communities in Kanchipuram, Tamil Nadu, particularly the Irula tribe. These communities have been subject to bonded labour (modern-day slavery) and significant discrimination.

As well as being heavily impacted by the pandemic, Tamil Nadu has been struck by sudden cyclones, heavy seasonal downpour, and the flooding of Palar River after more than 100 years. These harsh weather conditions have inundated people's huts, houses, lands, and crops, leading to homelessness, hunger and extreme poverty.

In response to this, Caplor Horizons launched an emergency appeal to provide relief to the survivors of the heavy and unprecedented floods in the district. This enabled Raj and his team to distribute cooked food, dry rations, and clothes as well as repairing the huts and roof tops.

We also provide strategic support to Children Watch and help with their programmes. Currently Children Watch is working towards addressing the livelihood needs of young women, mothers and adolescent girls through skills training and income generation schemes.

T. Raj, Director, India: *"During the pandemic Caplor inspired us to be fully immersed in the plight of the masses and help ameliorate their suffering. This increased levels of trust towards us in the community. Thanks to Caplor's support we were able to train hundreds of young tribal girls and got appropriate job placements for most, 28 families got land for building a house and 120 very poor tribal women were rehabilitated with economic sustenance."*

Conclusion

This report has shown the ways in which Caplor Horizons is achieving its charitable objectives and contributing to a world where leaders deliver a sustainable future for all.

We will continue to build on this impact to make a transformational difference in people's lives and towards systemic change. We are excited where our next generation change makers programme will take us in this respect.

When we reflect on our journey over the past 8 years, we are so proud of our dedicated community of Advisors, Staff, Board, funders, and our partners.

The way we have faced issues together, and taken on new opportunities, has been a testament to our resilience and spirit. We are committed to bringing about greater change and doing better wherever we can.

We therefore finish with the inspirational lines of Maya Angelou. She said: *"Do the best you can until you know better; then, when you know better, do better."*

Finance Review

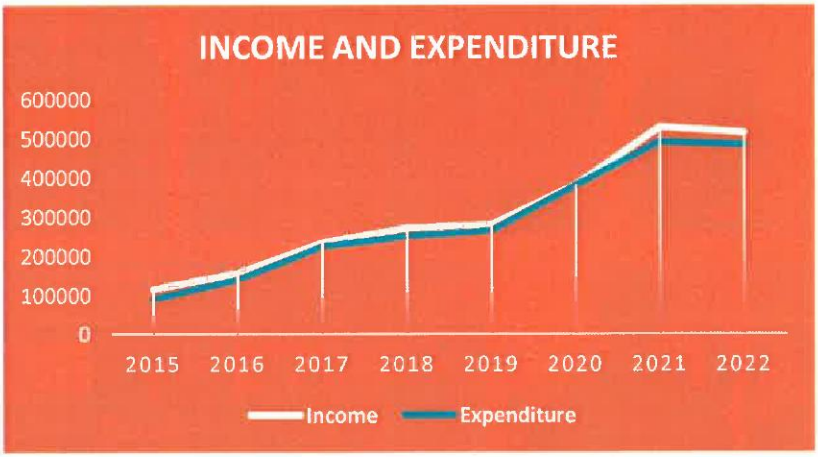
Finance Review

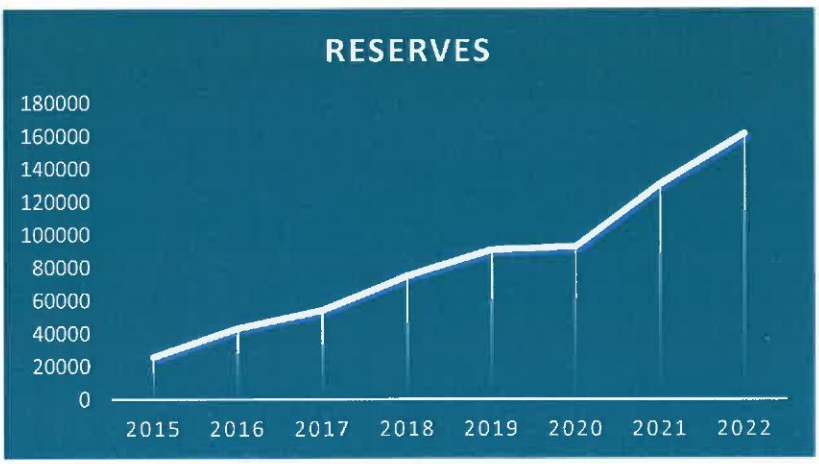
Caplor Horizons' total income for April 2021 to March 2022 was £516,018 and expenditure was £485,157, leading to an overall surplus of £30,861. Of this, The Commitment received an income of £267,862 and spent £248,955, showing that The Commitment contributed to over half (52%) of the total income of Caplor Horizons.

In total, the majority of income came from sales within charitable activities (£169,539) and grant donations e.g. the Miranda Trust (£100,708), and Gower Street (52,500). The largest expense was on staff costs (£317,178).

As a result of this year, our reserves level has increased to £161,506 with £118,257 of this being unrestricted and £34,375 and £8,874 being restricted to The Commitment and Children Watch respectively.

Caplor Horizons' income, expenditure and reserves levels over the last 8 years have been included in the graphs below. Income in 2022 decreased by approx. £14,000 compared to 2021. This was due to a lower amount of grants and donations income (approx. £17,000) and reduced income from charitable activities (approx. £32,000). However, Caplor Horizons' expenditure was also lower than last year.





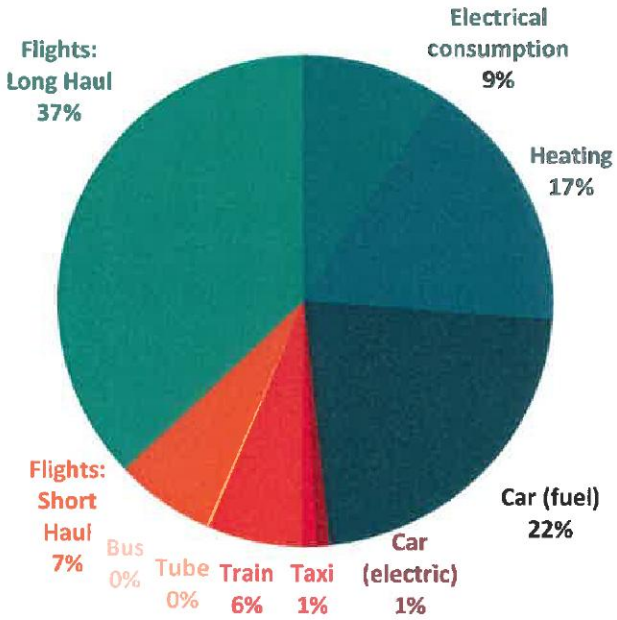
Carbon emissions

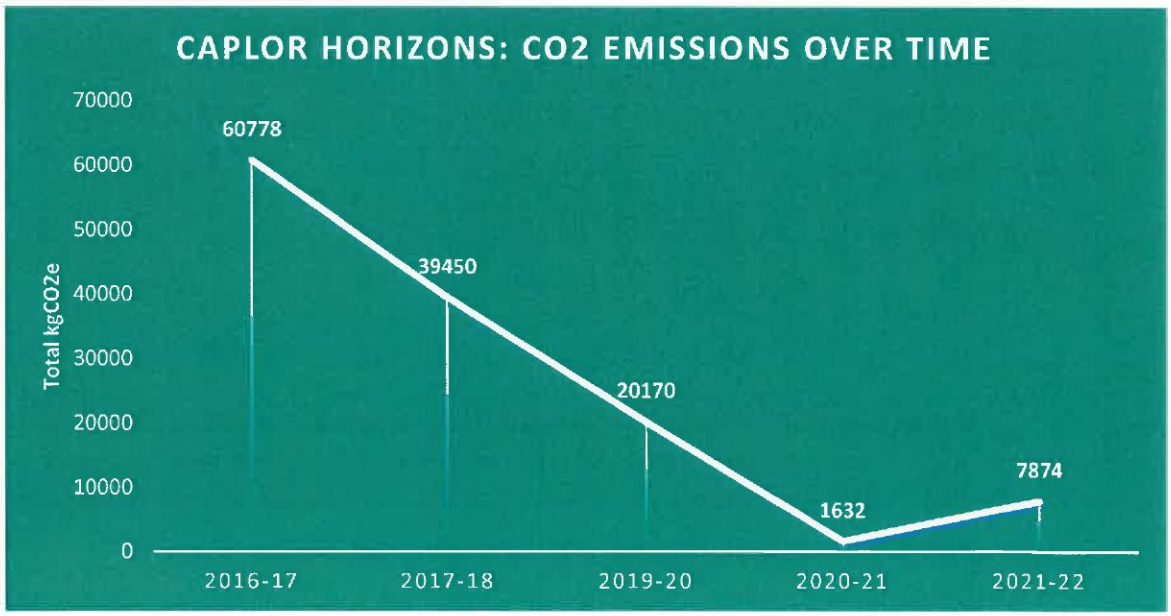
Caplor Horizons continue to calculate their carbon emissions each year. This years' carbon emissions amounted to 7,874.37 kgCO2e.

The calculations include estimated emissions for travel and remote working. The tables and charts below give a helpful summary. The overall trend over time has been an ongoing reduction, but with a marked increase in the last year, although this is in part due to a revision of the calculation to include home working outputs (heating and electrical equipment). It's also the case that Covid lockdowns restricted travel considerably during 2020-21 so the figure for that year would be exceptionally low.

Caplor Horizons: CO2 Emissions 2021-22

Type	Total kgCO2e
Electrical consumption	719.81
Heating	1404.76
Car (fuel)	1725.39
Car (electric)	67.06
Taxi	71.93
Train	482.03
Tube	12.81
Bus	3.98
Flights: Short Haul	504.40
Flights: Long Haul	2882.20
Total CO2 emissions	**7,874.37**





Policy on Reserves

Having taken stock of practice more widely in the sector externally, and considered various factors internally, including analysing income and expenditure trends, it has been agreed by Trustees that the free reserves held by Caplor Horizons should equate to a minimum of 2 months of average expenditure with an optimum target of 4 months. Average expenditure for the past 3 years being approx. £475,000, the minimum to optimum range is currently £80,000-£158,000.

Investment Policy

All funds are currently held in current accounts and instant access deposits. The Trustees do not consider that funds are sufficient to consider long term investments.

Structure, Governance and Management

Governing Document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. In addition, Caplor Horizons has produced a Governance Guide for Trustees. This is regularly updated.

Trustee Table

Name	Role	Appointment Date
Laura Adams	Chair of the Board	1 April 2015
Matthew Lake	Trustee	19 February 2014
Emma Hillyard	Trustee and Chair of the Finance Committee	3 December 2020
Shivani Singhal	Trustee	21 January 2022
Jonathan Kazembe	Trustee	21 January 2022
Elouise Mayall	Trustee	21 January 2022
Nimisha Sachdev Bhakta	Trustee	21 January 2022
Peter Moore	Board Secretary (not a Trustee)	

Appointment of Trustees

As set out in the Articles of Association the Board of Directors shall consist of a minimum of 3 Trustees. Caplor Horizons has 7 Trustees appointed for their skills, experience and commitment they bring. A skills audit of Trustees has been undertaken and this can be found in the Caplor Horizons Governance Guide.

New Trustees are elected at the AGM or by the Board at a regular meeting. The legal constitution requires Trustees to retire by rotation every three years, but there is no legal maximum period. Accordingly:

- Trustees have a term limit of three years and can be reappointed up to twice
- Reappointment is not automatic and depends on a review by the Trustee and the Chair of the Trustee's contributions to the Board
- Trustees will in most cases serve for a maximum of nine years but may stand for re-election after a one-year gap
- The Chair will not be subject to a maximum term as Trustee of nine years
- There is no age limit for serving as a Trustee

Trustee Selection Methods

The Board operates two processes for selecting Trustees: a demand-driven gap-filling process and a supply-driven process responding to suitable individuals. In both processes the final formal steps involve paperwork prescribed in Articles 34 and 35 of the Articles of Association. In the gap-filling process, the Board as a whole or a special committee identifies gaps in the expertise and imbalances in the diversity of the Board based on a Trustee Matrix. In the recruitment process responding to suitable individuals, the Chair and Co-Directors meet from time to time (normally informally) to discuss the names of potential Trustees, either ones they or other Trustees have come up with, or individuals who might have approached the charity.

Trustee Development

Trustees are encouraged to take part in Caplor Horizons activities for their own learning. The Chair and Board Secretary also lead an annual process of review in which Trustees reflect on the performance of their work on the Board over the last year as part of a review of the Board as a whole. The review is in confidence and includes individual achievements and the scope for enhanced contributions or changes in role in the following year.

Trustee Engagement

Trustee meetings take place regularly and are supported by the following committees: Finance Committee and a Remuneration Committee.

At the Trustee meetings, the Trustees review the performance against the strategy and areas of activity for Caplor Horizons, including reserves, risk and performance. The day-to-day administration and management are delegated to the staff and Advisor team.

The Co-Directors and Chair of the Trustees communicate on a regular basis; the Chair of the Finance Committee communicates on the financial performance and position to the Board of Trustees when it meets.

Remuneration Policy

The salaries of staff are reviewed annually with the support of the Remuneration Committee; it is considered in line with the changing responsibilities, growth of the organisation alongside benchmarking within the sector.

Our Remuneration Policy takes into consideration three main areas: affordability, fairness and competitiveness. The pay ratio is monitored to underpin the commitment to fairness. It measures the

factor by which the highest salary compares to the lowest. The policy is to keep this ratio within a limit of 3:1

Risk Management

Caplor Horizons takes very seriously the management of risks to which the charity is exposed whilst at the same time, being an entrepreneurial organisation, which strives to make the most of all opportunities in pursuit of our vision and mission. Our approach to Risk Management therefore endeavours to strike a balance between mitigating and managing risks, while ensuring that the organisation retains the flexible, decentralised and responsive character that has enabled it to succeed and flourish in the early stages. We would characterise this as a 'risk-aware' rather than a 'risk-averse' approach, which emphasises the identification, anticipation, and active management of risks and related opportunities.

Caplor Horizons is committed to being an exemplar learning organisation. This is expressed in many ways, from the renewal of its strategy through to the way it carries out its programmes; also in the way it develops its policies and systems. In particular, Caplor Horizons has undertaken an ongoing policy review process to ensure that appropriate policies are in place and that they are at an appropriate standard – for instance, whistleblowing and safeguarding.

Risk Management Process: Trustees receive an update on organisational risks in the Co-Director's Report for discussion at Board meetings every quarter.

Safeguarding Policy

Protecting children, young people and vulnerable adults from harm is central to achieving our vision of achieving a world in which social, environmental and economic progress in balanced. Recognising we are following and sharing best practise in the sector and have robust safeguarding policy in place. DBS checks are carried out when required.

Click here to read our safeguarding policy.

Privacy Policy

Given EU regulations we are maintaining an up to date and effective data protection privacy protection policy.

Click here to read our privacy policy.

Reference and Administrative Details

Registered Company Number

08901760 (England and Wales)

Registered Charity Number

1157696/0

Registered Office

Caplor Farm
Fownhope
Hereford
Herefordshire
HR1 4PT

Trustees

Laura Adams (Chair)
Faaria Hussain (Deputy Chair) – *resigned on 31 March 2022*
Emma Hillyard (Chair of Finance Committee)
Matthew Lake
Rebecca Davies – *resigned on 1 March 2022*
Shivani Singhal – *appointed on 21 January 2022*
Jonathan Kazembe – *appointed on 21 January 2022*
Elouise Mayall – *appointed on 21 January 2022*
Nimisha Sachdev Bhakta – *appointed on 21 January 2022*

Independent Examiner

Sarah Case
Azets Audit Services
Ty Derw, Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB

Core Team

Lorna Pearcey (Co-Director)
Ian Williams (Co-Director)
Rosie Bishop (Co-Director)
William Eccles (Co-Director)
Amber Lauder (Head of Collaboration)
Carina Mundle-Garratt (Head of Political Engagement)
Maya Comely (Head of Communication and Engagement)
Kari-ann Whitbread (Partnerships Manager)
Lara Shirra White (Communications and Engagement Coordinator)
Kemal Shaheen (Director of Strategic Partnerships)
Iain Patton (Director of Coaching and Mentoring)

The trustee report was approved by the Board of Trustees.

Statement Of Trustee Responsibilities

The trustees, who are also the directors of Caplor Horizons for the purpose of company law, are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

The trustee report was approved by the Board of Trustees.

Emma Hillyard - Treasurer
Dated: 18-10-2022

CAPLOR HORIZONS

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF CAPLOR HORIZONS

I report to the trustees on my examination of the financial statements of Caplor Horizons (the charity) for the year ended 31 March 2022.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or

4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Sarah Case

Sarah Case FCA DChA
Azets Audit Services

Ty Derw
Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB
United Kingdom

Dated: 20-10-2022

CAPLOR HORIZONS

INSTITUTE OF CHARTERED CERTIFIED ACCOUNTANTS IN ENGLAND AND WALES ACCOUNTANTS' REPORT TO THE TRUSTEES ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF CAPLOR HORIZONS FOR THE YEAR ENDED 31 MARCH 2022

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Caplor Horizons for the year ended 31 March 2022, which comprise the statement of financial activities, the cash flow statement and the related notes from the charity's accounting records and from information and explanations you have given us.

This report is made to the charity's trustees, as a body, in accordance with the terms of our engagement letter dated 7 September 2020. Our work has been undertaken solely to prepare for your approval the accounts of Caplor Horizons and state those matters that we have agreed to state to the charity's trustees, as a body, in this report in accordance with ICAEW Technical Release 07/16 AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Caplor Horizons and the charity's trustees as a body, for our work or for this report.

It is your duty to ensure that Caplor Horizons has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and surplus of Caplor Horizons. You consider that Caplor Horizons is exempt from the statutory audit requirement for the year, and is not required to obtain an independent examiner's report.}

We have not been instructed to carry out an audit or a review of the financial statements of Caplor Horizons. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Azets Audit Services

Azets Audit Services

20-10-2022

Ty Derw
Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB
United Kingdom

CAPLOR HORIZONS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	3	51,804	70,467	122,271	71,098	33,562	104,660
Charitable activities	4	186,539	207,208	393,747	204,710	220,865	425,575
Investments	5	-	-	-	104	-	104
Total income		238,343	277,675	516,018	275,912	254,427	530,339
Expenditure on:							
Raising funds	6	288	6,000	6,288	-	6,000	6,000
Charitable activities	7	234,975	243,894	478,869	245,121	241,405	486,526
Other	12	-	-	-	100	-	100
Total expenditure		235,263	249,894	485,157	245,221	247,405	492,626
Net income for the year/ Net movement in funds		3,080	27,781	30,861	30,691	7,022	37,713
Fund balances at 1 April 2021		115,177	15,468	130,645	84,486	8,446	92,932
Fund balances at 31 March 2022		118,257	43,249	161,506	115,177	15,468	130,645

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CAPLOR HORIZONS

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	13		4,922		5,715
Current assets					
Debtors	14	20,029		31,728	
Cash at bank and in hand		228,459		139,557	
		248,488		171,285	
Creditors: amounts falling due within one year	15	(91,904)		(46,355)	
Net current assets			156,584		124,930
Total assets less current liabilities			161,506		130,645
Income funds					
Restricted funds	17		43,249		15,468
Unrestricted funds			118,257		115,177
			161,506		130,645

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022.

The director acknowledges her responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 18-10-2022

E Hillyard

Trustee – EMMA HILLYARD

Company registration number 08901760

CAPLOR HORIZONS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from operations	**20**		90,165		22,307
Investing activities					
Purchase of tangible fixed assets		(1,263)		(1,330)	
Investment income received		-		104	
Net cash used in investing activities			(1,263)		(1,226)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			88,902		21,081
Cash and cash equivalents at beginning of year			139,557		118,476
Cash and cash equivalents at end of year			228,459		139,557

1 Accounting policies

Charity information

Caplor Horizons is a private company limited by guarantee incorporated in England and Wales. The registered office is Caplor Farm, Fownhope, Hereford, HR1 4PT, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

The trustees report an unrestricted surplus of £3,080 (2021: £30,691) and a restricted surplus of £27,781 (2021: deficit of £7,022).

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is included in the Statement of Financial Activities (SoFA) when:

- The charity have entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity or its subsidiary;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

The charity has incurred expenditure on support costs.

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Individual fixed assets costing £100 or more are capitalised at cost.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	10% reducing balance
Computers	33% reducing balance

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies **(Continued)**

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1 Accounting policies **(Continued)**

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Taxation

As a registered charity, Caplor Horizons is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

1.13 Pension Costs

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2022	Total 2021
	£	£	£	£
Donations	51,804	70,467	122,271	104,660
For the year ended 31 March 2021	71,098	33,562		104,660

4 Charitable activities

	2022	2021
	£	£
Sales within charitable activities	169,539	131,710
Performance related grants	224,208	291,000
Other income	-	2,865
	393,747	425,575
Analysis by fund		
Unrestricted funds	186,539	204,710
Restricted funds	207,208	220,865
	393,747	425,575

Performance related grants		
Miranda Trust	100,708	130,000
CB & HH Taylor Trust	10,000	-
Gower Street	52,500	-
William Cadbury Trust	-	10,000
Oakdale Trust	3,000	43,000
Samworth Foundation	-	25,000
The John Ellerman Foundation	30,000	30,000
Cobalt Trust	20,000	40,000
Ashden Trust	-	10,000
Wienstock Fund	3,000	3,000
Souter Trust	2,000	
Open Gate	2,000	
The Little Charity	1,000	
	224,208	291,000

5 Investments

	Total	Unrestricted funds
	2022	2021
	£	£
Interest Received	-	104

6 Raising funds

	Unrestricted funds	Restricted funds	Total	Restricted funds
	2022	2022	2022	2021
	£	£	£	£
Fundraising and publicity				
Other fundraising costs	288	6,000	6,288	6,000
	288	6,000	6,288	6,000

7 Charitable activities

	2022	2021
	£	£
Staff costs	317,178	314,353
Advisor Fees	37,519	57,542
Consulting	-	768
Research	-	41
General expenses	1,780	1,094
Insurance	2,403	2,322
Travel expenses	-	269
Foreign Currency Losses	(56)	-
Postage, freight & courier	294	160
Travel - International	7,367	140
Travel - National	13,032	2,760
Legal expenses	13	-
Charitable Donations	-	23,236
Subscriptions	-	3,572
	379,530	406,257
Share of support costs (see note 8)	97,419	78,409
Share of governance costs (see note 8)	1,920	1,860
	478,869	486,526
Analysis by fund		
Unrestricted funds	234,975	245,121
Restricted funds	243,894	241,405
	478,869	486,526
For the year ended 31 March 2021		
Unrestricted funds	245,121	
Restricted funds	241,405	
	486,526	

8 Support costs

	Support costs	Governance costs	2022	2021	Basis of allocation
	£	£	£	£	
Depreciation	2,059	-	2,059	2,410	Support
Advertising	37,825	-	37,825	29,075	Support
Audit & accountancy	6,238	-	6,238	6,642	Support
Bank fees	640	-	640	638	Support
Subscriptions	702	-	702	1,126	Support
IT maintenance	35,271	-	35,271	19,212	Support
Printing & stationery	302	-	302	5,522	Support
Rent	1,014	-	1,014	1,020	Support
Staff training &	12,756	-	12,756	11,222	Support
Telephone & internet	612	-	612	1,542	Support
Independent Examination Fees	-	1,920	1,920	1,860	Governance
	97,419	1,920	99,339	80,269	
Analysed between					
Charitable activities	97,419	1,920	99,339	80,269	

Governance costs includes payments to the Independent Examiner of £1,920 (2021: £1,860) for Independent Examination fees.

9 Net movement in funds

	2022	2021
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's Independent Examiner for the Independent Examination of the company's financial statements	1,920	1,860
Depreciation of owned tangible fixed assets	2,059	2,410
Loss on disposal of tangible fixed assets	-	100

10 Trustees

During the year, One trustee received expenses from the charity totalling £142 (2021: £742).

During the year, no trustees made donations to the charity (2021: 2 trustees £240).

No trustees received any other payments or remuneration.

11 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
	8	9

Employment costs	2022 £	2021 £
Wages and salaries	278,282	275,591
Social security costs	24,317	23,744
Other pension costs	14,579	15,018
	317,178	314,353

No employee received emoluments in excess of £60,000.

Key Management Personnel

The key management personnel of the charity comprise the Co-Directors as detailed in the Trustees Report. The total employee benefits of the key management personnel of the charity was £169,927 - 3 Co-Directors (2021:£158,343 - 3 Co-Directors)

There were no employees whose annual remuneration was more than £60,000.

12 Other

	Total £ 2022	Unrestricted funds 2021
Net loss on disposal of tangible fixed assets	-	100
	-	100

13 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2021	1,945	11,305	13,250
Additions	-	1,263	1,263
At 31 March 2022	1,945	12,568	14,513
Depreciation and impairment			
At 1 April 2021	792	6,740	7,532
Depreciation charged in the year	116	1,943	2,059
At 31 March 2022	908	8,683	9,591
Carrying amount			
At 31 March 2022	1,037	3,885	4,922
At 31 March 2021	1,152	4,563	5,715

14 Debtors

	2022	2021
Amounts falling due within one year:	£	£
Trade debtors	15,235	400
Other debtors	4,389	30,908
Prepayments and accrued income	405	420
	20,029	31,728

15 Creditors: amounts falling due within one year

	Notes	2022	2021
		£	£
Other taxation and social security		9,988	6,995
Deferred income	16	44,147	-
Trade creditors		2,112	9,046
Other creditors		27,857	27,180
Accruals		7,800	3,134
		91,904	46,355

16 Deferred income

	2022	2021
	£	£
Other deferred income	44,147	-

Included in deferred income above is income in advance of service delivery:

	2022	2021
	£	£
Balance brought forward	-	-
Income received	44,147	-
Income released	-	-
	44,147	-

17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 1 April 2021	Incoming resources	Resources expended	Balance at 31 March 2022
	£	£	£	£	£	£	£
The Commitment	8,446	254,427	(247,405)	15,468	267,862	(248,955)	34,375
Children Watch	-	-	-	-	9,814	(940)	8,874
	8,446	254,427	(247,405)	15,468	277,676	(249,895)	43,249

The Commitment donations relate to a recently adopted project, which aims to accelerate political action on climate change and biodiversity loss.

Children Watch
Caplor Horizons launched an emergency appeal to provide relief to the survivors of the heavy and unprecedented floods in Tamil Nadu.

We also provide strategic support to Children Watch and help with their programmes. Currently Children Watch is working towards addressing the livelihood needs of young women, mothers and adolescent girls through skills training and income generation schemes.

18 Analysis of net assets between funds

	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Tangible assets	4,922	-	4,922	5,715	-	5,715
Current assets/ (liabilities)	113,335	43,249	156,584	109,462	15,468	124,930
	118,257	43,249	161,506	115,177	15,468	130,645

19 Related party transactions

Transactions with related parties

There were no other related party transactions in the current or previous year, other than those disclosed in note 9 to the financial statements.

20 Cash generated from operations	**2022 £**	**2021 £**
Surplus for the year	30,861	37,713
Adjustments for:		
Investment income recognised in statement of financial activities	-	(104)
(Gain)/loss on disposal of tangible fixed assets	-	100
Depreciation and impairment of tangible fixed assets	2,059	2,410
Movements in working capital:		
Decrease/(increase) in debtors	11,699	(13,346)
Increase/(decrease) in creditors	1,399	(4,466)
Increase in deferred income	44,147	-
Cash generated from operations	90,165	22,307

21 Analysis of changes in net funds

The charity had no debt during the year.

CAPLOR HORIZONS

England & Wales - Charity number 1157696

Accounts

ANNUAL REPORT 2020-2021

Caplor Horizons

A WORLD WHERE LEADERS DELIVER
A SUSTAINABLE FUTURE FOR ALL

Registered Charity Number: 1157696

Registered Company Number: 08901760 (England and Wales)

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The Trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's [governing document], the Companies Act 2006 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 (FRS 102) (effective 1 January 2019)"

Statement from the Chair

Caplor Horizons has been through a period of renewal these past twelve months. At a time when the world continues to reel from the devastating effects of the COVID-19 pandemic, Caplor Horizons has leaned into the disruption to re-examine what it stands for, and the positive change it wants to make in an increasingly uncertain world.

The result of this has been the development of a new three-year strategy. In this, Caplor Horizons has not only recommitted to, but has deliberately stepped up, the ambition of its purpose to facilitate *transformational* change towards a sustainable future for all. If there is one thing we have learned in recent times, it is that we cannot predict what the future holds. Neither do we yet understand the long-term repercussions of the pandemic on our planet and global society. As such, we need to equip ourselves to face the future with compassion, courage, and creativity. We need to do all we can to foster resilience and adaptability in ourselves and those with whom we work.

As is so often the way, the process of strategy renewal has been as significant as the result. I have been humbled and inspired to see the highly inclusive and participatory way that our partners and friends across the world have worked together. A key consequence is that Caplor Horizons community now has a clearer identity; it is the faces of the eighty-odd people across 11 countries, who have contributed to shape and help deliver the priorities for our work for the next three years, as well as the talented and dedicated advisors and team members in the UK. With this realisation comes a powerful sense of joint-ownership, power, and optimism. In our diversity lies our strength.

I would also like to celebrate the appointment of two further Co-Directors, Rosie Bishop and William Eccles, who joined Lorna Pearcey and Ian Williams in February 2021. This shift to four Co-Directors was a natural development, reflecting the value Caplor Horizons places on distributed leadership. Also, the increasingly interconnected nature of the work and culture of Caplor Horizons and The Commitment. My fellow Board members and I have enjoyed working with the four Co-Directors in this way and hope that this serves as a model to other organisations who are curious about ways in which to make devolved leadership a reality.

Laura Adams

Chair of the Board

A message from the Co-Directors

This last year will probably go down in history as one of most challenging ever for various reasons, including the coronavirus pandemic.

In an increasingly interconnected world – struggling with the realities of a 'VUCA' (Volatile, Uncertain, Complex, Ambiguous) context – many people have faced huge difficulties and the planet has been adversely affected.

Our focus on a sustainable future is more relevant now than ever before. This is why we have decided to work through, and report on, our "4Ps": Purpose, People, Planet and Prosperity.

We are dedicated to contributing to a movement for change that addresses these 4Ps, whether it is through 'The Commitment', our initiative to influence politicians to take greater action to tackle the climate change and biodiversity loss crisis; or the steps we are following towards becoming an anti-racist organisation, and embodying feminist leadership through everything we do, against the backdrop of the Black Lives Matter, Me Too and other vital campaigns that help bring about gender equality.

Our work is based on relationships: with the earth and with its people. Therefore, our action to bring about positive change has been our overarching priority. We have had to be **creative** in how we have done this. At a time when we could not travel and meet our partners, clients and advisors face to face, we had to relocate our work to a virtual world. This challenge also provided opportunities. We have had more global gatherings and engaged with an increased range of partners from different countries. We have facilitated greater peer-to-peer learning and have forged new relationships. We have developed an enhanced sense of a global community as never before, and as part of this we have established a 'Strategic Change and Development Group'. This comprises of a cross section of people from different countries that have inspired the development of our new strategy. Through being connected with the struggles and **courage** of the people we work with, along with members of our Caplor Community, we have been able to strengthen and deepen our relationships. We have become acutely aware of our interconnectedness, with others around the world and of our interdependence with the earth and the fragility of this. **Compassion** towards each other and our planet has never been more important.

Finally, during the year our journey of shared leadership has also been strengthened and there are now four of us working together as Co-Directors.

We hope you find this Annual Report demonstrating our journey over the last year with partners and clients interesting and useful. Please do not hesitate to contact us if you have any questions. From all of us, we would like to express deep appreciation to all those that have contributed to our work.

Ian Williams
Co-Director

Lorna Pearcey
Co-Director

Rosie Bishop
Co-Director

William Eccles
Co-Director

About Caplor Horizons

Caplor Horizons is a charity that works with other charities and responsible businesses locally, nationally and internationally. We support individuals, teams and organisations to strengthen their leadership, renew their strategy and improve their influence. We believe that, to make a positive and lasting impact, we need to inspire and enable people to learn differently, think differently and act differently.

Using the talents of staff and 'Advisors', we create distinctive learning opportunities to address the specific needs of our partners and clients. These include group facilitation, experiential learning, the creation of safe "rehearsal grounds", and coaching and mentoring.

Our 50 Advisors are outstanding people who provide us with specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that we can offer high quality and distinctive services at an accessible cost.

This year, we directly worked with over 600 leaders, from 35 different organisations in 45 countries worldwide. These organisations work in a wide range of fields, from human trafficking to smallholder farming, dementia support and climate change.

We are creating a world where leaders deliver a sustainable future for all by staying true to our values and working:

Courageously

Creatively

Compassionately

Within Caplor Horizons operates The Commitment, an organisation working to put climate change and biodiversity loss higher up the political agenda. Citizens commit to putting the health of the planet at the heart of their decision when they vote. All Commitments are then taken to their local politicians, giving them a powerful reason to act on the climate and the natural world.

Our organisational compass

Our vision

A world where leaders deliver a sustainable future for all

Our purpose

To be courageous, compassionate and creative in facilitating transformational change

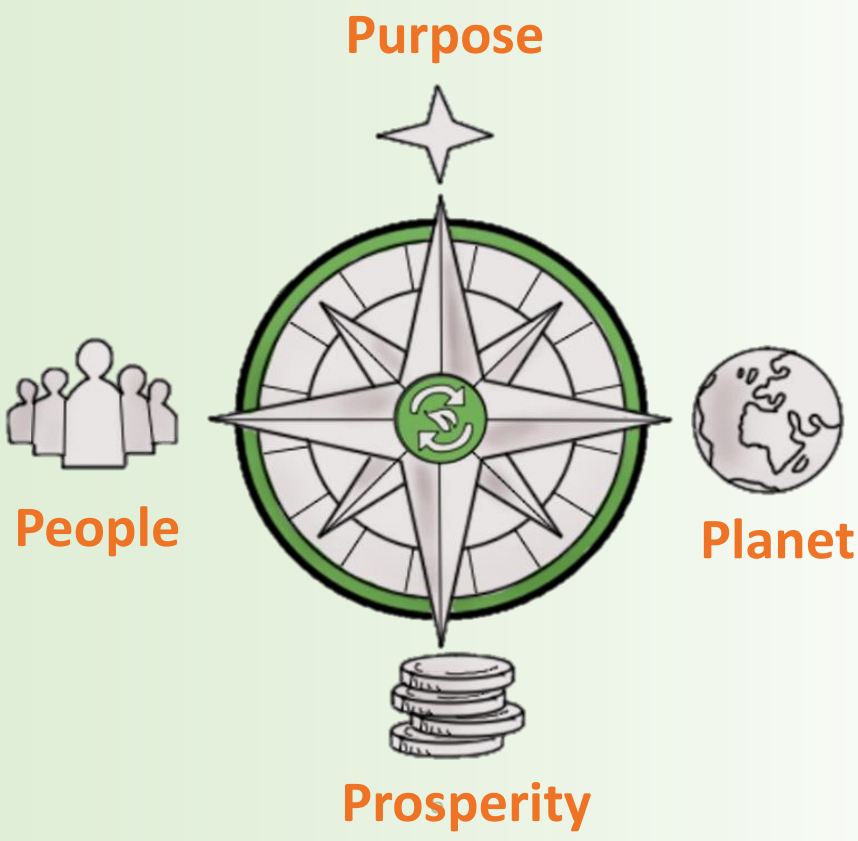
How our we living our purpose to deliver on our mission?

To report on our journey in a way that recognises the various and multi-faceted challenges the world faces today, **we have adopted the framework of the "4Ps": purpose, people, planet and prosperity**. This framework was inspired by Rockström and Steffen's Nine Planetary Boundaries, Kate Raworth's Doughnut Model, John Elkington's Triple Bottom Line and the United Nations' Sustainable Development Goals. While we recognise these four areas are highly interconnected, we believe that capturing our work in this way will offer a holistic overview of the areas in which we are striving to make an impact to create a sustainable future.

What do we mean by sustainable future?

For us, a sustainable future requires us to collectively think about the acute issues affecting the world, including climate change, biodiversity loss, social justice, cultural respect, human rights and long-term economic stability. There is no simple way to achieve this. The issues are complex and highly interconnected. Thus, tackling one concern may lead to foreseen and unforeseen consequences, which may positively and negatively impact on other issues.

As a result, we take an ecosystems approach and integrate sustainability into the purpose and soul of our organisation, both internally and in our work with others.



Purpose: Summary of Activities

A values-centred approach

Our purpose is "to be **courageous**, **compassionate** and **creative** in facilitating transformational change". We have put our three core values at the centre of our new strategy. These values guide us. They lie at the deepest level of our organisational culture. This year:

We facilitated **31 sessions** with **11 different** partners on topics related to strategy, leadership, teamworking and influence

We held **2 sessions** on the *Science of Spirituality and Belief*, bringing together **over 20 individuals** from different personal, geographic, and professional backgrounds

We supported our partners in **The Gambia** to **interview over 750 people** to uncover the unintended consequences that may arise from our work

Creation of the Strategic Change and Development Group: to co-create our strategy in a dynamic, iterative and highly participative way, and keep it alive effectively, this year, we created the Strategic Change and Development Group. This group challenges us in different ways to ensure we are "doing the best at what we are best for the benefit of others". The group is comprised by "experts by experience" of our work internationally. It includes the voices of our Partners, Clients, Advisors, Boards and Staff.

Challenging pre-conceived notions of leadership: if we want to motivate and inspire others to challenge their reality and create a better future, we must start by challenging contemporary narratives and perceptions ourselves. At Caplor Horizons, we have engaged in unconscious bias trainings to identify the deep-seated prejudices we all absorb as a result of living in a deeply unequal society, addressing the role we may unconsciously play in perpetuating racism and inequality. Our workshops on the *Science of Spirituality and Belief Sessions,* we have re-framed our perceptions on science and spirituality, where rather than seeing these as contradictory, we recognise their complementarity. In doing so, we can tap into our subconscious and enable the development of changemakers. We have also participated in seminars to understand the context and history of feminism and the fourth wave, discussing how we believe a fifth way might express itself and how we can contribute to it. We are exploring our relationship with power as leaders, individually and collectively. We have looked at how other organisations are being explicitly feminist in their leadership, and are in the process of creating our own feminist principles to guide us in our journey.

Recognising the unintended consequences our work might create and taking accountability: even though our actions and projects are guided by our purpose, values and mission to seek a positive and transformational impact, sometimes, some unintended consequences, which may positively and negatively impact other issues, might arise. Being courageous means being willing to recognise when our work has led to the rise of these unintended consequences, forcing us to pause to reflect to learn differently, think differently and act differently to mitigate the possibilities of this occurring in the future. The next page captures a case study of our work in The Gambia, where we supported our partners to interview over 750 people to uncover the unintended consequences arising from our work.

Case Study: The Gambia

The Unintended Consequences of Women Empowerment Interventions in The Gambia: The Case of the Sosolaso Forums

About the Sosolaso Forums

A three-year collaboration between United Purpose and Caplor Horizons in The Gambia commenced in August 2018. This focuses on capacity development of six Marketing Federations in the six main regions of The Gambia. Each Marketing Federation represents around 80-100 women groups, each with 70-150 members. Thus, in total, they represent around 30,000 rural farmers, mostly women.

Every three months, Caplor Horizons facilitated a 'forum' with an apex body called Sosolaso to build their capacity and strengthen resilience. As part of the programme, participants are expected to take the training back to their regions to cascade the learning to their communities.

Introduction

Empowerment is underpinned by power and expressly the transformation of existing power relations. Resistance to such transformation is often intrinsic and any intervention risks highlighting and exacerbating existing social tensions and power imbalances. It is essential that women's empowerment interventions are recognised for what they are: agents of change within a much wider set of local contexts, gendered power structures, and social relations.

As a result, in March 2020, as part of the eighth forum, Caplor Horizons facilitated a one-day workshop which undertook an initial exploration into unintended consequences (UCs) of the Sosolaso Forums. The workshop identified several UCs, but perhaps more significantly, participants were very positive about the opportunity to meet and discuss important, but sensitive issues not normally talked about in relation to development interventions. Building off this successful and insightful workshop, it was felt that this should lead to a robust and thorough piece of action research.

We were keen to collaborate with United Purpose and others in The Gambia to facilitate this research due to cultural sensitivities and best practice, as well as the implications of COVID-19. As a result, in early 2021, a core team was established of Baai Jaabang (TARUD), Isatou Ceesay (WIG) and Fatou Jaiteh (University of the Gambia), along with Sam Bishop (University of Bath). We are very grateful to to Baai, Isatou, Fatou and Sam for their time and commitment!

Over the course of a month, **40 one-on-one interviews** and **33 focus group discussions** were carried out, with **over 750 diversely positioned research participants,** including intervention beneficiaries, household stakeholders, community leaders, and local development practitioners. Risks around COVID-19 were mitigated throughout.

Key findings

Unintended consequences identified were predominantly negative and included impacts such as **bigotry and verbal abuse, gender-based violence, time poverty, co-option of income, social exclusion, and household disputes.** However, positive effects were also identified at the household and community levels including **improved household social food security and nutrition, improved incomes, and community support**.

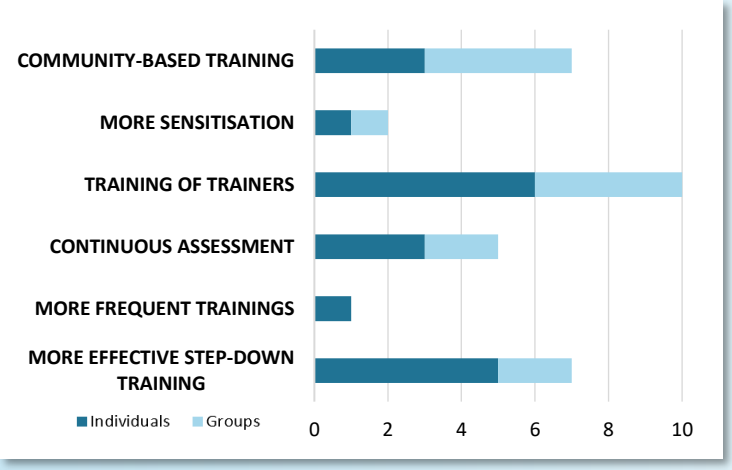
Many of the UCs identified are due to systemic subordination and control due to patriarchy and are not due to the training. However, as a result of the context that the training is happening in, the full benefits of the programme are unable to be realised. See below for some quotes:

"In our society we can be more vulnerable as a result of development activities"

"Men are always involved in the decision-making on expenditures; they could ban women from economic activities."

"Federation members are not coming to our village to give us any support or engage us in any meaningful development as expected."

Recommendations



Research participants provided well-informed, actionable recommendations as to how any negative UCs could be mitigated in the future.

Overall, the research study was very successful as an exercise with research participants describing their involvement as "motivating", "educative" and that it "highlighted issues and solutions".

A full report will be published in coming months.

People: Summary of Activities

Acting on our strategic goals

We believe that, to achieve our strategic goals of transforming leadership, strengthening resilience and increasing collaboration, working with people at the individual, organisational and societal level, is fundamental. As such, this year:

We **mentored over 19** CEOs and senior leaders

We facilitated over **130 online sessions**

We directly worked with over **600 leaders** in **45 countries**

We developed or renewed **9 organisational strategies**

Goal 1: Transformed leadership

We are challenging the assumptions that surround the concept of leadership, recognising that we all are, and should be, change makers. We are championing new models for leadership, including co-leadership and feminist leadership, and have developed highly distinctive models and resources to enable a new generation of change makers and organisations to tap into their fullest potential, offering coaching and mentoring sessions. The change makers we have supported on this area say:

"Through our work with Caplor Horizons, we've gained a greater clarity on our work, deepened our personal leadership skills and deepening our sense of trust. The Caplor Horizons team has brought a powerful breadth of perspective to us as well as much needed challenges to our thinking." ***– Shivani Singhal, Head of Dharohar, India***

"The work with Caplor Horizons helped Crossref adapt its organizational culture in a difficult time, boosted morale and led to a range of practical suggestions from staff that led to positive change in the organization. This benefited individuals, teams and the organization as a whole leading to more effective teamwork and communication." ***– Ed Pentz, Executive Director, Crossref, USA***

"It wasn't until I started a coaching relationship that I realised how powerful coaching can really be. Working with a mentor has helped me navigate a significant change in direction professionally and kept me focussed on what really matters to me. I value the challenge as much as the encouragement and always feel inspired and energised after our sessions" – ***Laura Adams, Remarkable Impact, UK***

Goal 2: Strengthened Resilience

To strengthen resilience, especially in the context of the pandemic, we worked with other organisations to provide strategic direction, developing or renewing nine organisational strategies. As learning is at the heart of how we work, we also wrote a Thought Leadership Paper, "Leading our way through change in a coronavirus world", which in addition to highlighting the current and future challenges leaders face in this highly uncertain and complex landscape, it also explores some opportunities and lessons that leaders can

draw on to effectively navigate this period. Furthermore, we contributed towards the development of effective and sustainable income strategies in our partner organisations, providing fundraising training, and supporting partners on-the-ground with their fundraising appeals.

"Caplor Horizons provided a lifeline to us during these incredible times (COVID-19) and enabled us to continue looking at and providing a 'bigger picture' perspective by allowing us to take a step back from day-to-day tasks, operations, frustrations and worries.

The support from Caplor Horizons enabled a successful transition in leadership, strengthening relationships at staff and board levels, and the formation of robust and effective financial systems" ***– Sarah Robinson, Director, Hope for the Future, UK***

"Over the years Ian has become my 'frentor' – a friend and a mentor. He has been my 'sounding board' especially when times have been tough, and I need to reflect on the best way forward. I have never felt patronised by him. He shares his own dilemmas and asks for my advice. He treats me as an equal which is important to me as a woman of colour." ***– Heydi Foster Breslin, CEO, An Cosán, Ireland***

"Well accustomed to working in context, and even in crisis, Caplor Horizons stepped up to the challenge (COVID-19) and adapted with me the already detailed plan of our events to digital media and electronic communication. They delivered on their service during the online programmes with no drop in standards. At every stage of the process, there was total clarity on the part of Caplor Horizons in relation to ownership of the task, indicated by their ongoing engagement with me as client-manager, as well as total commitment to delivering their services as contracted. Caplor Horizons is expert at reviewing experience, processing outcomes, and presenting reports with remarkable creativity" – ***Ann Marie Quinn, Executive Director, IPA, Ireland***

Goal 3: Increased Collaboration

We believe collaboration helps achieve greater impact. Thus, strategic partnerships and other forms of collaboration are at the heart of the way we work. The transition online has allowed us to create spaces for multiple forms of exchange to support change making, learning and relationships at different levels. Not only have we sparked collaboration within organisations, facilitating and supporting change makers to learn about and develop their collaboration skills, but we have also created spaces for organisations to connect and work together, bringing to the fore and sharing ideas and best practice. The following page presents one of our leading projects this year. We supported De La Salle Christian Brothers to Make Collaboration Common across their network, bringing together a group of 42 people across five different geographies and 18 time zones.

"Caplor Horizons has brought to our operations many contemporary best-practices and understandings, for which we are grateful. Our engagement has been an amicable one in which we feel a genuine sense of teamwork in collectively designing and implementing the program" ***– Brother Amilcare Boccuccia, Solidarity and Development Secretary, De La Salle, Italy***

"Caplor Horizons provide support to my organisation in the Gambia on leadership and management skills so that our organisations can effectively engage as a community and collaborate with one another. This has boosted the image of TARUD in the community of Gunjur." ***– Baai Jaabang, Director, TARUD, The Gambia***

Case Study: De La Salle Christian Brothers

De La Salle Christian Brothers is an education institution seeking to provide a human and Christian education to the young, especially the poor. The network is present in over 80 countries, providing education at primary, secondary and third level to over one million students.

For an organisation of such a scale, the coronavirus pandemic represented a significant challenge to collaboration, communication, and cross-regional delivery. To navigate these difficult circumstances, the strengthening of a collaborative culture was key. A programme called "Making Collaboration Common" was established for this purpose. Supported by the facilitation of Caplor Horizons, a highly diverse group **of 42 Lasallian leaders across five geographies and 18 different time zones** met twice monthly through a series on online sessions.

Virtual conferencing and online simultaneous interpretations allowed for frank discussions transcending geographic, linguistic, and cultural barriers, to take place. These spaces led to the **creation of nine learning forums** – enabling participants to develop their individual skills, nurture their relationships and prepare the foundations for enhanced collaboration – and **nine programme development activities** – focussed on the generation and development of a strategy for enhanced collaboration across the international Lasallian network.

To measure the programme's impact, all **42 members of the capacity development programme were interviewed and/or surveyed** at the beginning of the programme (June 2020) and at the end of the programme (March 2021).

Combining numeric ratings and free-form comments on 32 questions, individuals were asked to evaluate the conviction, culture, strategy, structure, and communication of the Lasallian network at multiple levels, locally and globally. **The surveys were conducted in Spanish, English, and French.**

As a result of the programme, **all factors measured increased**, often very significantly. The full survey results are available here, but the components that saw the largest increases included perceptions about **strategy and structure**, which **increased by 51% and 47.2%, respectively**.

Beyond the quantitative impact, people described the strengthening of the network, expressed by one participant as a: *"multicultural family where, despite our differences, we all share the same purpose".*

The use of a concrete, highly participative, and appropriately paced methodology allowed the programme to: *"create bridges between*

different realities that would normally not come together". It *"improved communication beyond imagined borders".*

Despite its challenges, the pandemic was turned into an opportunity, demonstrating that it is possible to strengthen culture, conviction, strategy, communication, and collaboration; including in an online world. As one person said: *"it helped overcome fears related to online collaboration"*.

The programme showed the power of working together to create a transformative and more collaborative future*: For instance: "the programme allowed us to identify our strengths and skills, as well as our weaknesses. Being aware of these factors will allow us to work better together, towards an effective collaboration. I am very grateful for the opportunity to contribute to such a project*".

These encouraging results have led to the design of a second year, starting in May 2022, to extend the collaborative journey.

"(We are) feeling more encouraged to reach out to colleagues across the international Lasallian network"

"(There is) A greater sense of solidarity and awareness of interdependence of the network. Highlights the importance of truly working together"

"(We are) Feeling part of a bigger Lasallian family"

Planet: Summary of Activities

Through our work with charities and responsible businesses across the UK and internationally, we aim to tread as softly as possible on the Earth's resources, looking after our fragile ecosystems and controlling our use of natural resources that future generations will depend on. To live up to this goal, we:

We co-created an environmental initiative, **The Great Collaboration Portal**, with Hereford Green Network. This will support people in the UK to raise awareness and reduce their carbon footprint

We chaired "Future Now" as part of EAUC's Virtual Global Climate Conference. It had **over 1000 attendees** from **18 countries**

We developed a **film** to showcase to the work of **Gwent Wildlife Trust**, a conservation charity in the UK, which is working hard to educate, influence, and empower citizens to value the countryside they live in

As part of our multifaceted partnership, we supported the **strategy development process of Hope for the Future**, a charity working to educate people across the UK on the importance of communicating about climate change with local politicians

Our work on Planet, however, is championed by The Commitment, an organisation incubated by Caplor Horizons. It works to put the climate and the natural world higher up the political agenda, by giving citizens something simple and powerful to do. We highlight some of The Commitment's main activities, and in the next page, we capture the essence of its work.

Over **2,300 Commitments** have been collected from across the UK

The Commitment ran **6 campaigns using social media advertising**, to widen their reach and test their messaging on a range of audiences.

200 meetings have been held with community organisations and businesses across **3 regions** in the UK (West Midlands, Dumbarton and Derby) – in the lead up to the local elections in May 2021

The team met **41 politicians** from **all levels of government** across the UK to gather feedback on The Commitment's approach

The Commitment: Summary of Activities

The Commitment gives citizens something simple and powerful to do to put climate change and biodiversity loss higher up the political agenda. Citizens tell their politicians why they care about the climate and natural world and at the same time they commit to voting with a healthy planet at the heart of their decision. The focus is on politicians, at all levels of government, in the places where they are elected. The Commitment works with politicians' highest priority: being in power.

The Commitment's role is to collect Commitments from citizens and to take them to their local politicians, showing them how much their voters are concerned about these issues and giving them a powerful reason to act. The Commitment is positive, collaborative, innovative, forward-looking and strictly non-aligned with any political party.

The Commitment was established in 2019 and has been developing and testing its model in the last two years.

Research

The Commitment conducts research both to inform its own work and for other organisations working in the field. Two examples are:

- **'Climate Change: UK citizens want the Government to do more'** – A survey of over 3,400 UK citizens to gauge the public appetite for government action on climate change. Key findings were: that 37% of respondents would only vote for a party they believed was genuinely committed to reducing climate change; and that BAME minorities had a greater level of participation in climate change activities and a stronger belief in government action than the rest of the UK population.

- **'Climate Change and Biodiversity: Connecting voters with politicians'** – A joint research project between The Commitment and Hope for the Future, where MPs, members of the devolved parliaments and Councillors were interviewed to test and improve their models of political engagement. It was clear from the research that both organisations offer an important connection between voters and politicians.

Gathering Commitments

- Collecting a test sample in 2020 to gather feedback from citizens on The Commitment's approach, form and messaging.
- Running a trial leading up to the May 2021 elections, testing approaches to engagement with politicians and citizens. The research was undertaken in the West Midlands, Dumbarton and Derby to assess The Commitment's approach in three different demographic areas and electoral systems. Both on the ground and online community engagement was used to gather Commitments from these regions. 200 meetings with local organisations were also held in order to promote The Commitment's activities.
- The Commitment attracts citizens through an active social media presence and through word of mouth. It has also run over 6 campaigns using social media advertising to widen its reach and test its messaging on a range of audiences. This approach has proved to be highly effective in attracting citizens from across the social spectrum. We are grateful to Sam Narr and his colleagues at Kibbo Kift Agency for our collaboration on social media advertising. The Commitment now has over 2,600 followers across its channels (Twitter, Facebook, Instagram and LinkedIn), compared with 247 in May 2020.

Engaging with politicians

- In late 2020 and early 2021 The Commitment interviewed MPs, members of the devolved parliaments and Councillors to test and improve its model of political engagement. Politicians responded positively to The Commitment's approach;
    - Politicians are readily engaged and interested

      "Reaching out to politicians via constituents is exactly right…make it as individual as possible." Ex MP
    - The Commitment is clearly differentiated from petitions and similar campaigning tools

      "I hate petitions. I don't think I'm alone here. Most of these petitions go in the junk box." MP
    - Politicians are clear that one Commitment represents significantly more votes

      "You don't ignore numbers. It helps quantify volume of interest." MP
    - Most politicians are interested in the demographics of Committers

      "I am a data junkie. Anything you can tell me is interesting." MSP
    - Committers' personal statements and images are powerful

      "If it's a good story one is enough. It's the power of the story." Councillor

Prosperity: Summary of Activities

Beyond the financial bottom-line, which is crucial to ensuring an organisation has the resources it needs to make a transformational and sustainable impact, we define prosperity as our ability to grow influence, grow our reach and grow our resources. Rather than necessarily seeking to grow bigger, we want to grow better, grow stronger, ensuring sure that the high quality of our work, is sustained.

To grow our influence:

We published our book **"The Change Maker's Guide to New Horizons – Organising Differently for a Sustainable Future"**, aimed at anyone in any sector at any stage of their organisational wishing to enhance their organisation to achieve a more sustainable future. **20 highly knowledgeable individuals**, including leadership developers, professors in organisational development, philosophers and members of our Caplor Horizons community, contributed to the writing and publication process of our book. To date, it has been shared with **over 20,000 people**.

About it, people in our community and beyond say:

"The Caplor Horizons book brings out a number of qualities that could help to address real social problems that we are all grappling with." ***– Lontia Chinkubala, Edmund Rice, Zambia***

"It is a paradigm shift in organisational practice and of particular relevance to the Third Sector." ***– Dr. Chinnaraj Joseph, CEO, CEDAR, India***

"A fabulous resource for a new era of leadership." ***– Samantha Plavins, She Walks the Walk Inc., Canada***

To grow our reach:

We have used our weekly updates as a way to showcase the work we do with partners, the initiatives we take on internally as an organisation and interesting learnings that reflect the nature of our work. They are a powerful tool for networking and raising awareness. We wrote and sent **48 weekly updates**, which have reached **over 2,000 people** in **30 countries**.

Another important resource to capture the essence of our more and share it more widely so that we can achieve our vision of creating a world where leaders deliver a sustainable future for all, are our Thought Leadership Papers. We wrote X Thought Leadership Papers, which were shared X times. We also:

Hosted **5 webinars**, which were attended by over **140 participants** from **16 countries**

Translated 7 of our Thought Leadership Papers into Spanish and French

Our efforts to make our work more inclusive, more engaging and more creative, have allowed us to support our partners to deliver their work across **45 different countries**[1]:

Growing our resources

Despite the challenging environment, our capacity to adapt to our circumstances, transitioning our work online whilst maintaining the essence of our work as Caplor Horizons, yielded our most successful financial year to date.

By growing our resources and ensuring we are a financially sound organisation, we can help other organisations to grow their resources and strengthen their resilience, too. To support marginalised populations to secure urgent basic food needs, health supplies, and information on coronavirus prevention measures, Caplor Horizons responded to Children Watch's appeal to support their relief and rehabilitation interventions in Tamil Nadu, India. A total of **£11,500** was raised.

[1] Maps not only represent the world: they shape the way we see it. As change makers, in the pursuit of delivering a sustainable future for all, we are committed to embracing world equality at all levels. We have used The Peters World Projection Map as it represents countries in their true proportion to one another.

Our Main Achievements

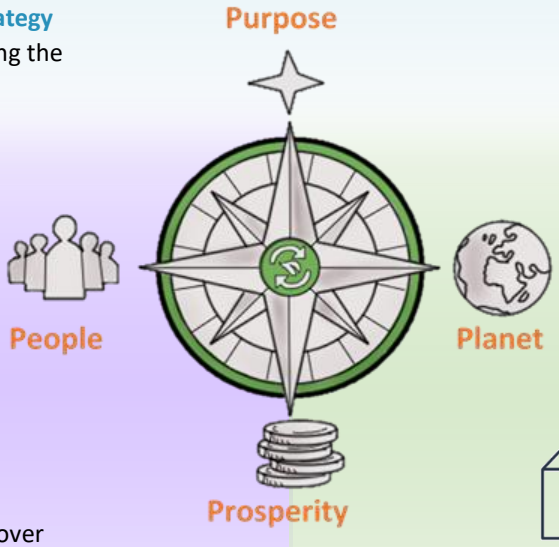
85 members of the Caplor community from **11 countries** and representing **56 organisations** were involved in our **strategy development process**

93% of people feel that their involvement with Caplor Horizons had a **lasting effect**

93% of people feel that we have been **effective**, and **87%** feel that we have been **efficient**

98% of the people involved felt their **voice was heard in our strategy** development process, scoring the process **9 out of 10**

On average our partners score us **8.9 out of 10** for our **facilitation**



Our **team** grew to **13** members

Our **online ad campaigns** resulted in **1,392 people** making a Commitment and sharing The Commitment on first sight

We developed or renewed **9 organisational strategies**

We facilitated over **130 online sessions**

The Commitment reached the milestone of **2,300 commitments**. That is, **2,300 votes** for politicians who will prioritise climate change and the natural world.

We continue to have **50 active Advisors**. They provided **1,142 days** of voluntary or reduced rate which is the equivalent of **£571,000.**

Our 58 members generously contributed **over £11,000**

Our weekly updates reached **over 2,000 people** in **30 countries**

9,100 people from **99 countries** visited our website

We had a **total income of over £500,000,** which amounts to over **£1million** when including our *pro bono* support

Finance Review

Finance Review

Income for the year increased by £148,000 (39%), the main factor being the increase in grant and donations supporting The Commitment (£108,000), however there was also significant growth in grant support for general activities and in income generated from Charitable activities. Despite COVID restrictions necessitating most activities moving online, resources expended on activities related to The Commitment increased by £89,000 and on general activities by £23,000. Overall there was a healthy boost to reserves with unrestricted funds rising by 36% to £115,000, close to the optimum target which on average expenditure for the past 3 years is £125,000.

Policy on Reserves

Having taken stock of practice more widely in the sector externally, and considered various factors internally, including analysing income and expenditure trends, it has been agreed by Trustees that the free reserves held by Caplor Horizons should equate to a minimum of 2 months of average expenditure with an optimum target of 4 months. Average expenditure for the past 3 years being £375,000, the minimum to optimum range is currently £62,500-£125,000.

Investment Policy

All funds are currently held in current accounts and instant access deposits. The Trustees do not consider that funds are sufficient to consider long term investments.

Structure, Governance and Management

Governing Document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. In addition, Caplor Horizons has produced a Governance Guide for Trustees. This is regularly updated.

Trustee Table

Name	Role	Appointment Date
Laura Adams	Chair of the Board	1 April 2015
Faaria Hussain	Deputy Chair of the Board	1 September 2017
Matthew Lake	Trustee	19 February 2014
Rebecca Davies	Trustee	24 July 2017
Emma Hillyard	Trustee and Chair of the Finance Committee	3 December 2020

Appointment of Trustees

As set out in the Articles of Association the Board of Directors shall consist of a minimum of 3 Trustees. Caplor Horizons has 5 Trustees appointed for their skills, experience and commitment they bring. A skills audit of Trustees has been undertaken and this can be found in the Caplor Horizons Governance Guide.

New Trustees are elected at the AGM or by the Board at a regular meeting. The legal constitution requires Trustees to retire by rotation every three years, but there is no legal maximum period. Accordingly:

- Trustees have a term limit of three years and can be reappointed up to twice
- Reappointment is not automatic and depends on a review by the Trustee and the Chair of the Trustee's contributions to the Board
- Trustees will in most cases serve for a maximum of nine years but may stand for re-election after a one-year gap
- The Chair will not be subject to a maximum term as Trustee of nine years
- There is no age limit for serving as a Trustee

Trustee Selection Methods

The Board operates two processes for selecting Trustees: a demand-driven gap-filling process and a supply-driven process responding to suitable individuals. In both processes the final formal steps involve paperwork prescribed in Articles 34 and 35 of the Articles of Association. In the gap-filling process, the Board as a whole or a special committee identifies gaps in the expertise and imbalances in the diversity of the Board based on a Trustee Matrix. In the recruitment process responding to suitable individuals, the Chair and Co-Directors meet from time to time (normally informally) to discuss the names of potential Trustees, either ones they or other Trustees have come up with, or individuals who might have approached the charity.

Trustee Development

Trustees are encouraged to take part in Caplor Horizons activities for their own learning, for example on unconscious bias. The Chair also leads an annual process of review in which Trustees reflect on the performance of their work on the Board over the last year either with the Chair or as part of a review of the Board as a whole. The review is in confidence and includes individual achievements and the scope for enhanced contributions or changes in role in the following year.

Trustee Engagement

Trustee meetings take place regularly and are supported by the following committees: Finance Committee and a Remuneration Committee.

At the Trustee meetings, the Trustees review the performance against the strategy and areas of activity for Caplor Horizons, including reserves, risk and performance. The day-to-day administration and management are delegated to the staff and Advisor team.

The Co-Directors and Chair of the Trustees communicate on a regular basis; the Chair of the Finance Committee communicates on the financial performance and position to the Board of Trustees when it meets.

Remuneration Policy

The salaries of staff are reviewed annually with the support of the Remuneration Committee; it is considered in line with the changing responsibilities, growth of the organisation alongside benchmarking within the sector.

Our Remuneration Policy takes into consideration three main areas: affordability, fairness and competitiveness. The pay ratio is monitored to underpin the commitment to fairness. It measures the factor by which the highest salary compares to the lowest. The policy is to keep this ratio within a limit of 3:1

Risk Management

Caplor Horizons takes very seriously the management of risks to which the charity is exposed whilst at the same time, being an entrepreneurial organisation, which strives to make the most of all opportunities in pursuit of our vision and mission. Our approach to Risk Management therefore endeavours to strike a balance between mitigating and managing risks, while ensuring that the organisation retains the flexible, decentralised and responsive character that has enabled it to succeed and flourish in the early stages. We would characterise this as a 'risk-aware' rather than a 'risk-averse' approach, which emphasises the identification, anticipation, and active management of risks and related opportunities.

Caplor Horizons is committed to being an exemplar learning organisation. This is expressed in many ways, from the renewal of its strategy through to the way it carries out its programmes; also in the way it develops its policies and systems. In particular, Caplor Horizons has undertaken an ongoing policy review process to ensure that appropriate policies are in place and that they are at an appropriate standard – for instance, whistleblowing and safeguarding.

Risk Management Process: Trustees receive an update on organisational risks in the Co-Director's Report for discussion at Board meetings every quarter.

Safeguarding Policy

Protecting children, young people and vulnerable adults from harm is central to achieving our vision of achieving a world in which social, environmental and economic progress in balanced. Recognising we are following and sharing best practise in the sector and have robust safeguarding policy in place. DBS checks are carried out when required.

Click here to read our safeguarding policy.

Privacy Policy

Given EU regulations we are maintaining an up to date and effective data protection privacy protection policy.

Click here to read our privacy policy.

Reference and Administrative Details

Registered Company Number

08901760 (England and Wales)

Registered Charity Number

1157696/0

Registered Office

Caplor Farm
Fownhope
Hereford
Herefordshire
HR1 4PT

Trustees

David Hitchiner (Chair) - resigned 8 September 2020
Laura Adams (Deputy Chair) - Chair from 8 September 2020
Rebecca Davies (Chair of Finance Committee to 3 December 2020)
Emma Hillyard (Appointed 3 December 2020) Chair of Finance Committee from 3 December 2020
Matthew Lake
Faaria Hussain
William Eccles (Resigned 21 May 2021)

Independent Examiner

Sarah Case FCA DChA
Azets Audit Services
Ty Derw, Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB

Core Team

Lorna Pearcey (Co-Director)
Ian Williams (Co-Director)
Rosie Bishop (Co-Director)
William Eccles (Co-Director)
Dan Bishop (Director of Programmes)
Laura Gravini Rodriguez (Development Coordinator)
Maya Comely (Social Media Lead)

The trustee report was approved by the Board of Trustees.

Statement Of Trustee Responsibilities

The trustees, who are also the directors of Caplor Horizons for the purpose of company law, are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

CAPLOR HORIZONS

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF CAPLOR HORIZONS

I report to the trustees on my examination of the financial statements of Caplor Horizons (the charity) for the year ended 31 March 2021.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2 the financial statements do not accord with those records; or
3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Sarah Case FCA DChA
Azets Audit Services

Ty Derw
Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB

Dated: .....

CAPLOR HORIZONS

INSTITUTE OF CHARTERED CERTIFIED ACCOUNTANTS IN ENGLAND AND WALES ACCOUNTANTS' REPORT TO THE TRUSTEES ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF CAPLOR HORIZONS FOR THE YEAR ENDED 31 MARCH 2021

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Caplor Horizons for the year ended 31 March 2021, which comprise the statement of financial activities, the cash flow statement and the related notes from the charity's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales, we are subject to its ethical and other professional requirements which are detailed at http://www.icaew.com/en/members/regulations-standards-and-guidance/

This report is made to the charity's trustees, as a body, in accordance with the terms of our engagement letter dated 7 September 2020. Our work has been undertaken solely to prepare for your approval the accounts of Caplor Horizons and state those matters that we have agreed to state to the charity's trustees, as a body, in this report in accordance with ICAEW Technical Release 07/16 AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Caplor Horizons and the charity's trustees as a body, for our work or for this report.

It is your duty to ensure that Caplor Horizons has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and surplus of Caplor Horizons. You consider that Caplor Horizons is exempt from the statutory audit requirement for the year, and is not required to obtain an independent examiner's report.

We have not been instructed to carry out an audit or a review of the financial statements of Caplor Horizons. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Azets Audit Services .....

Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB

CAPLOR HORIZONS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:							
Donations and legacies	**3**	71,098	33,562	104,660	63,046	6,713	69,759
Charitable activities	**4**	204,710	220,865	425,575	172,151	140,000	312,151
Investments	**5**	104	-	104	281	-	281
Total income		275,912	254,427	530,339	235,478	146,713	382,191
Expenditure on:							
Raising funds	**6**	-	6,000	6,000	3,600	-	3,600
Charitable activities	**7**	245,121	241,405	486,526	221,954	152,654	374,608
Other	**12**	100	-	100	1,834	-	1,834
Total resources expended		245,221	247,405	492,626	227,388	152,654	380,042
Net income for the year/ Net movement in funds		30,691	7,022	37,713	8,090	(5,941)	2,149
Fund balances at 1 April 2020		84,486	8,446	92,932	76,396	14,387	90,783
Fund balances at 31 March 2021		115,177	15,468	130,645	84,486	8,446	92,932

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CAPLOR HORIZONS

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	**13**		5,715		6,895
Current assets					
Debtors	**14**	31,728		18,382	
Cash at bank and in hand		139,557		118,476	
		171,285		136,858	
Creditors: amounts falling due within one year	**15**	(46,355)		(50,821)	
Net current assets			124,930		86,037
Total assets less current liabilities			130,645		92,932
Income funds					
Restricted funds	**16**		15,468		8,446
Unrestricted funds			115,177		84,486
			130,645		92,932

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021.

The director acknowledges her responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on .....

.....

Trustee

Company Registration No. 08901760

CAPLOR HORIZONS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Cash generated from operations	**19**		22,307		46,374
Investing activities					
Purchase of tangible fixed assets		(1,330)		(6,957)	
Proceeds on disposal of tangible fixed assets		-		1	
Investment income received		104		281	
Net cash used in investing activities			(1,226)		(6,675)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			21,081		39,699
Cash and cash equivalents at beginning of year			118,476		78,777
Cash and cash equivalents at end of year			139,557		118,476

1 Accounting policies

Charity information

Caplor Horizons is a private company limited by guarantee incorporated in England and Wales. The registered office is Caplor Farm, Fownhope, HEREFORD, HR1 4PT, UK.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 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 (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

The trustees report an unrestricted surplus of £30,691 (2020: £8,090) and a restricted surplus of £7,022 (2020: deficit of £5,942).

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is included in the Statement of Financial Activities (SoFA) when:

- The charity have entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity or its subsidiary;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

1.5 Expenditure

1 Accounting policies **(Continued)**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes all costs relating to the furtherance of the charity's objectives as stated in the trustees report and their associated support costs.

The charity has incurred expenditure on support costs.

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Offsetting
There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Individual fixed assets costing £100 or more are capitalised at cost.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	10% reducing balance
Computers	33% reducing balance

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies **(Continued)**

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1 Accounting policies **(Continued)**

1.12 Taxation

As a registered charity, Caplor Horizons is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purposes only.

1.13 Pension Costs

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£
Donations	71,098	33,562	104,660	69,759
For the year ended 31 March 2020	63,046	6,713		69,759

4 Charitable activities

	2021 £	2020 £
Sales within charitable activities	131,710	117,401
Performance related grants	291,000	194,750
Other income	2,865	-
	425,575	312,151
Analysis by fund		
Unrestricted funds	204,710	172,151
Restricted funds	220,865	140,000
	425,575	312,151

Performance related grants

Miranda Trust	130,000	70,000
CB & HH Taylor Trust	-	40,000
William Cadbury Trust	10,000	10,000
Oakdale Trust	43,000	4,750
Samworth Foundation	25,000	40,000
The John Ellerman Foundation	30,000	30,000
Cobalt Trust	40,000	-
Ashden Trust	10,000	-
Wienstock Fund	3,000	-
	291,000	194,750

5 Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Interest Received	104	281

6 Raising funds

	Restricted funds	Unrestricted funds
	2021	2020
	£	£
Fundraising and publicity		
Other fundraising costs	6,000	3,600
	6,000	3,600

7 Charitable activities

	2021 £	2020 £
Staff costs	314,353	214,168
Advisor Fees	57,542	29,332
Consulting	768	333
Research	41	20,462
General expenses	1,094	1,024
Insurance	2,322	1,672
Travel expenses	269	3,396
Foreign Currency Losses	-	792
Postage, freight & courier	160	8
Travel - International	140	33,631
Travel - National	2,760	18,934
Legal expenses	-	1,589
Charitable Donations	23,236	7,841
Subscriptions	3,572	-
	406,257	333,182
Share of support costs (see note 8)	78,409	39,646
Share of governance costs (see note 8)	1,860	1,780
	486,526	374,608
Analysis by fund		
Unrestricted funds	245,121	221,954
Restricted funds	241,405	152,654
	486,526	374,608
For the year ended 31 March 2020		
Unrestricted funds	221,954	
Restricted funds	152,654	
	374,608	

8 Support costs

	Support costs	Governance costs	2021	2020	Basis of allocation
	£	£	£	£	
Depreciation	2,410	-	2,410	2,950	Support
Advertising	29,075	-	29,075	13,757	Support
Audit & accountancy	6,642	-	6,642	4,348	Support
Bank fees	638	-	638	448	Support
Subscriptions	1,126	-	1,126	708	Support
IT maintenance	19,212	-	19,212	7,496	Support
Printing & stationery	5,522	-	5,522	2,238	Support
Rent	1,020	-	1,020	1,500	Support
Staff training and	11,222	-	11,222	5,365	Support
Telephone & internet	1,542	-	1,542	606	Support
Repairs & maintenance	-	-	-	230	Support
Independent Examination Fees	-	1,860	1,860	1,780	Governance
	78,409	1,860	80,269	41,426	
Analysed between					
Charitable activities	78,409	1,860	80,269	41,426	

Governance costs includes payments to the Independent Examiner of £1,860 (2020: £1,780) for Independent Examination fees.

9 Net movement in funds

	2021	2020
	£	£
Net movement in funds is stated after charging/(crediting)		
Fees payable to the company's Independent Examiner for the Independent Examination of the company's financial statements	1,860	1,780
Depreciation of owned tangible fixed assets	2,410	2,950
Loss on disposal of tangible fixed assets	100	1,834

10 Trustees

During the year, two trustees received expenses from the charity totalling £742 (£2020: £829).

During the year, two trustees made donations to the charity which totalled £240 (2020: 3 trustees £1,107).

No trustees received any other payments or remuneration (2020: £409).

11 Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
	9	7

Employment costs	2021 £	2020 £
Wages and salaries	275,591	186,292
Social security costs	23,744	16,974
Other pension costs	15,018	10,902
	314,353	214,168

No employee received emoluments in excess of £60,000.

Key Management Personnel

The key management personnel of the charity comprise the Co-Directors as detailed in the Trustees Report. The total employee benefits of the key management personnel of the charity was £158,343 - 3 Co-Directors (2020: £118,906 - 2 Co-Directors).

12 Other

	Unrestricted funds 2021	Unrestricted funds 2020
Net loss on disposal of tangible fixed assets	100	1,834
	100	1,834

13 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2020	1,945	10,865	12,810
Additions	-	1,330	1,330
Disposals	-	(890)	(890)
At 31 March 2021	1,945	11,305	13,250
Depreciation and impairment			
At 1 April 2020	665	5,250	5,915
Depreciation charged in the year	128	2,282	2,410
Eliminated in respect of disposals	-	(790)	(790)
At 31 March 2021	793	6,742	7,535
Carrying amount			
At 31 March 2021	1,152	4,563	5,715
At 31 March 2020	1,280	5,615	6,895

14 Debtors

	2021	2020
Amounts falling due within one year:	£	£
Trade debtors	400	8,687
Other debtors	30,908	8,527
Prepayments and accrued income	420	1,168
	31,728	18,382

15 Creditors: amounts falling due within one year

	2021	2020
	£	£
Other taxation and social security	6,995	12,612
Trade creditors	9,046	6,018
Other creditors	27,180	23,633
Accruals	3,134	8,558
	46,355	50,821

16 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 April 2019	**Incoming resources**	**Resources expended**	**Balance at 1 April 2020**	**Incoming resources**	**Resources expended**	**Balance at 31 March 2021**
	£	**£**	**£**	**£**	**£**	**£**	**£**
The Commitment	7,000	146,713	(145,267)	8,446	254,427	(247,405)	15,468
El Shaddai	7,387	-	(7,387)	-	-	-	-
	14,387	146,713	(152,654)	8,446	254,427	(247,405)	15,468

The Commitment donations relate to a recently adopted project, which aims to accelerate political action on climate change and biodiversity loss.

The El Shaddai grants were received from Oakdale Trust, El Shaddai Charitable Trust and William Cadbury Trust, and were provided to the charity as a contribution to allow the charity to facilitate the work in El Shaddai, India.

17 Analysis of net assets between funds

	Unrestricted 2021	**Restricted 2021**	**Total 2021**	Unrestricted 2020	Restricted 2020	Total 2020
	£	**£**	**£**	£	£	£
Fund balances at 31 March 2021 are represented by:						
Tangible assets	5,715	-	5,715	6,895	-	6,895
Current assets/ (liabilities)	109,462	15,468	124,930	77,591	8,446	86,037
	115,177	15,468	130,645	84,486	8,446	92,932

18 Related party transactions

Transactions with related parties

There were no other related party transactions in the current or previous year, other than those disclosed in note 9 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

19	Cash generated from operations	2021 £	2020 £
	Surplus for the year	37,713	2,149
	Adjustments for:		
	Investment income recognised in statement of financial activities	(104)	(281)
	Loss on disposal of tangible fixed assets	100	1,834
	Depreciation and impairment of tangible fixed assets	2,410	2,950
	Movements in working capital:		
	(Increase)/decrease in debtors	(13,346)	13,509
	(Decrease)/increase in creditors	(4,466)	26,213
	Cash generated from operations	22,307	46,374

20 **Analysis of changes in net funds**

The charity had no debt during the year.