




CAPLOR HORIZONS ANNUAL REPORT 2021-2022

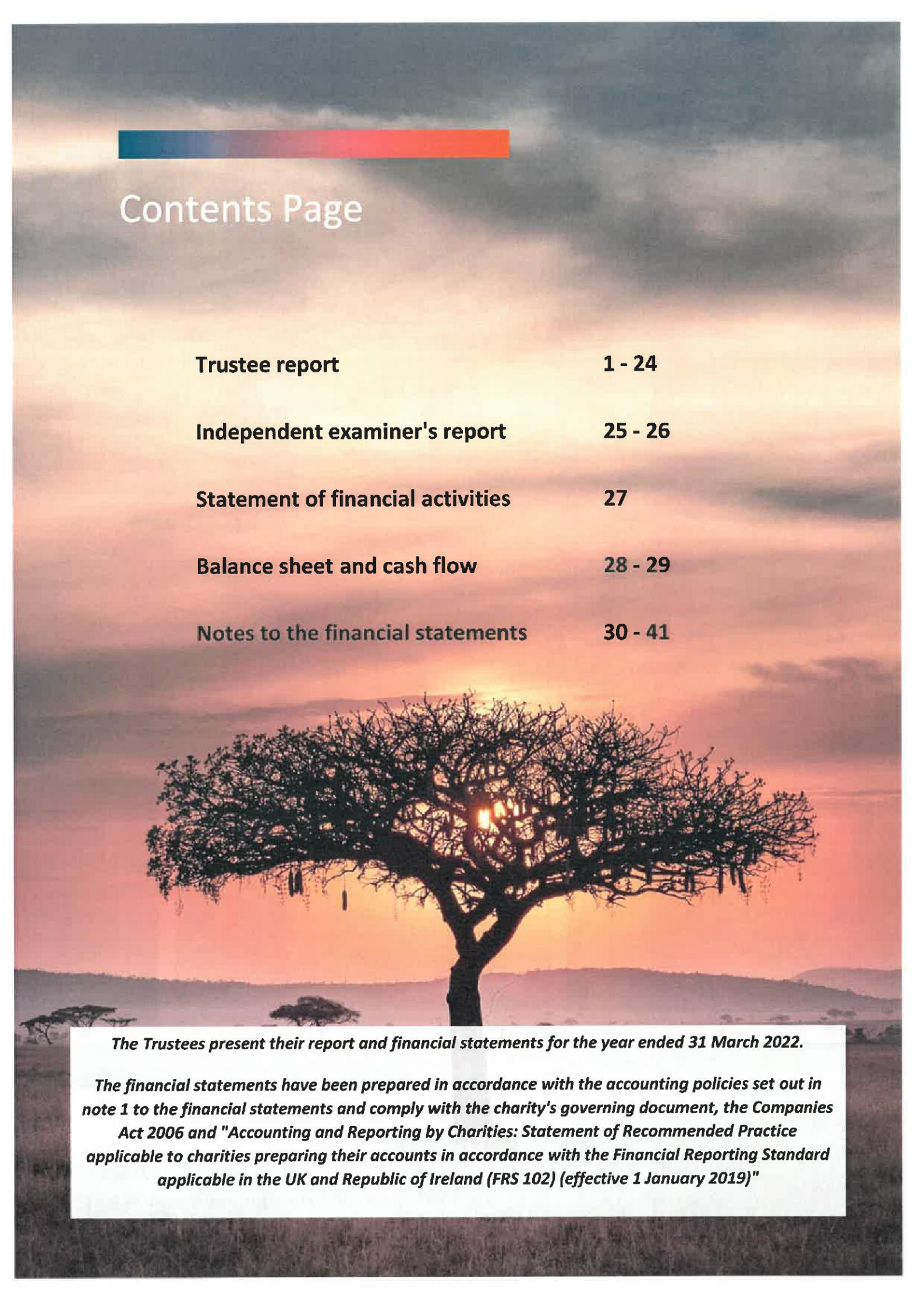
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The Trustees present their report and financial statements for the year ended 31 March 2022.

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 it 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!



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



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 brought 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

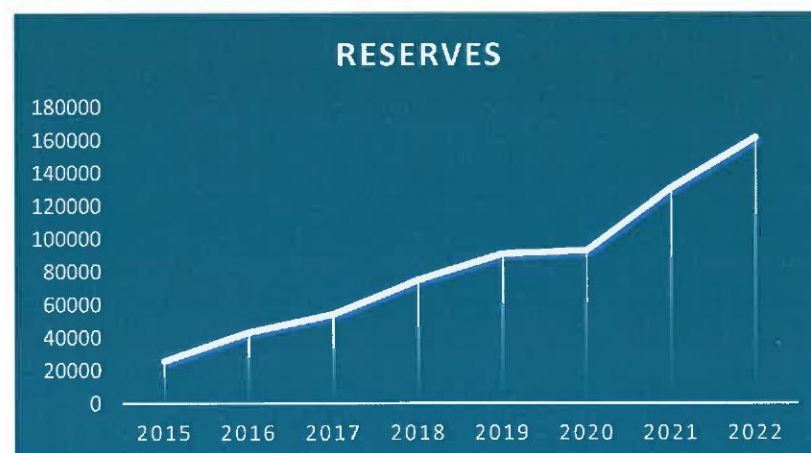
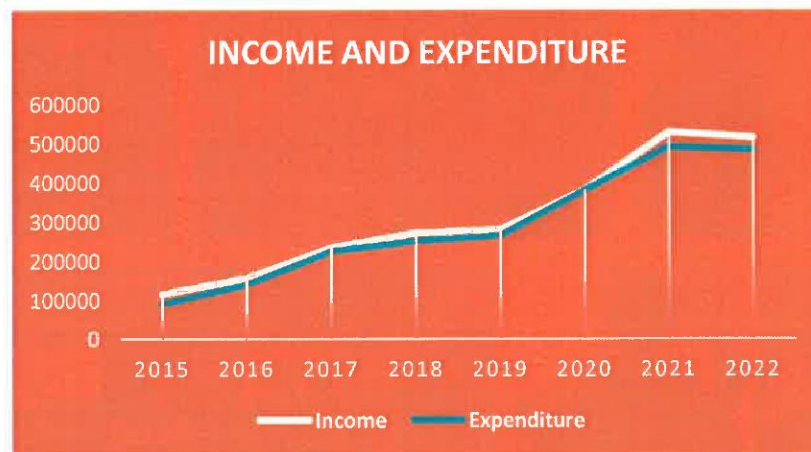
Finance Review

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.



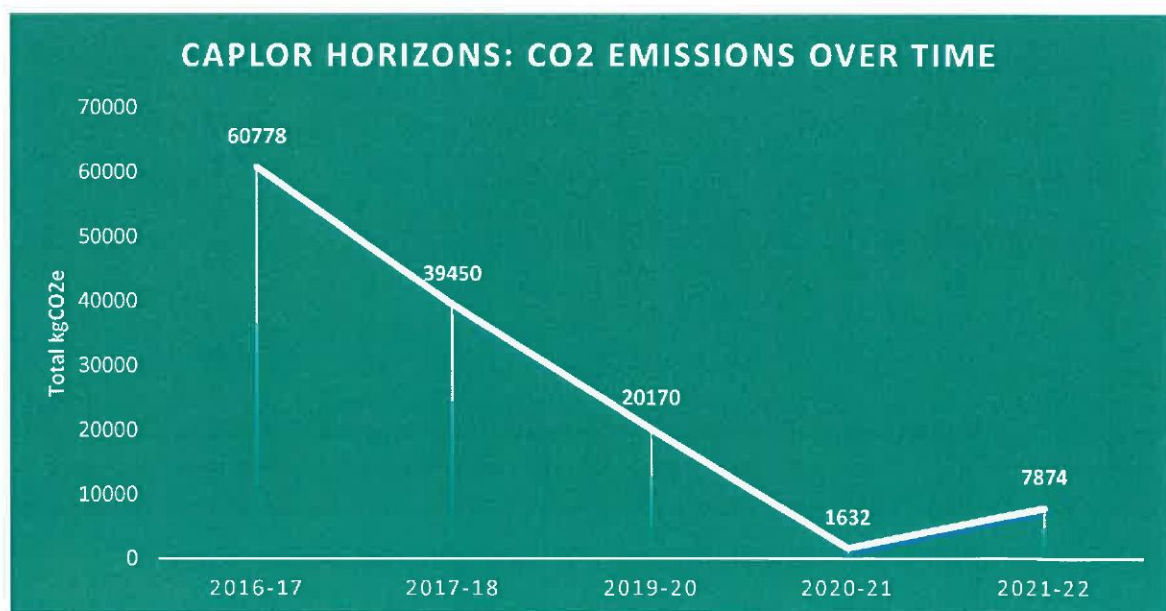
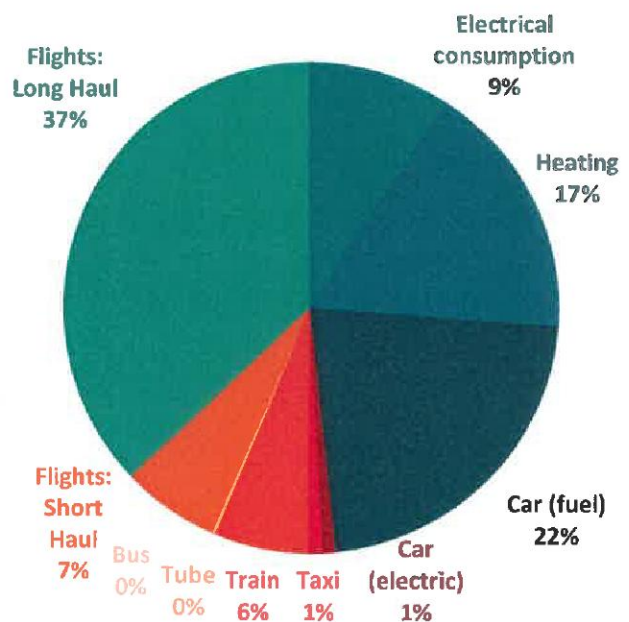
Carbon emissions

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 kgCO ₂ e
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 is balanced. Recognising we are following and sharing best practice 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)	Maya Comely (Head of Communication and Engagement)
Ian Williams (Co-Director)	Kari-ann Whitbread (Partnerships Manager)
Rosie Bishop (Co-Director)	Lara Shirra White (Communications and Engagement Coordinator)
William Eccles (Co-Director)	Kemal Shaheen (Director of Strategic Partnerships)
Amber Lauder (Head of Collaboration)	Iain Patton (Director of Coaching and Mentoring)
Carina Mundle-Garratt (Head of Political Engagement)	

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.

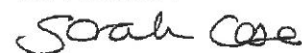
Independent examiner's statement

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 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

2020-2022

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 Unrestricted funds 2022 £	Restricted funds 2021 £	Total 2021 £
<u>Income from:</u>						
Donations and legacies	3	51,804	70,467	122,271	71,098	104,660
Charitable activities	4	186,539	207,208	393,747	204,710	425,575
Investments	5	-	-	-	104	104
Total income		238,343	277,675	516,018	275,912	530,339
<u>Expenditure on:</u>						
Raising funds	6	288	6,000	6,288	-	6,000
Charitable activities	7	234,975	243,894	478,869	245,121	486,526
Other	12	-	-	-	100	100
Total expenditure		235,263	249,894	485,157	247,405	492,626
Net income for the year/ Net movement in funds		3,080	27,781	30,861	30,691	37,713
Fund balances at 1 April 2021		115,177	15,468	130,645	84,486	92,932
Fund balances at 31 March 2022		118,257	43,249	161,506	115,177	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



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

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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).

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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	<u>71,098</u>	<u>33,562</u>		<u>104,660</u>

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	2022 £	2021 £
Sales within charitable activities	169,539	131,710
Performance related grants	224,208	291,000
Other income	-	2,865
	<u>393,747</u>	<u>425,575</u>
Analysis by fund		
Unrestricted funds	186,539	204,710
Restricted funds	207,208	220,865
	<u>393,747</u>	<u>425,575</u>
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	
	<u>224,208</u>	<u>291,000</u>

5 Investments

	Total	Unrestricted funds
	2022 £	2021 £
Interest Received	-	104

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>288</u>	<u>6,000</u>	<u>6,288</u>	<u>6,000</u>

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>379,530</u>	<u>406,257</u>
Share of support costs (see note 8)	97,419	78,409
Share of governance costs (see note 8)	1,920	1,860
	<u>478,869</u>	<u>486,526</u>
Analysis by fund		
Unrestricted funds	234,975	245,121
Restricted funds	243,894	241,405
	<u>478,869</u>	<u>486,526</u>
For the year ended 31 March 2021		
Unrestricted funds	245,121	
Restricted funds	241,405	
	<u>486,526</u>	

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>97,419</u>	<u>1,920</u>	<u>99,339</u>	<u>80,269</u>	
Analysed between Charitable activities	<u>97,419</u>	<u>1,920</u>	<u>99,339</u>	<u>80,269</u>	

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
	<u></u>	<u></u>

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.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

11 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
	8	9
	<u>8</u>	<u>9</u>
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
	<u>317,178</u>	<u>314,353</u>

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
	<u>-</u>	<u>100</u>

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>118,257</u>	<u>43,249</u>	<u>161,506</u>	<u>115,177</u>	<u>15,468</u>	<u>130,645</u>

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	<u>90,165</u>	<u>22,307</u>

21 Analysis of changes in net funds

The charity had no debt during the year.

