



**Registered Charity
Number: 1157696**

**Registered Company
Number: 08901760
(England and Wales)**

Caplor Horizons 2022-23

ANNUAL REPORT

Contents Page

Trustee report	1 – 25
Statement of trustee responsibilities	27
Independent examiner's report	28
Statement of financial activities	29
Balance sheet and cash flow	30-31
Notes to the financial statements	32-42



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.



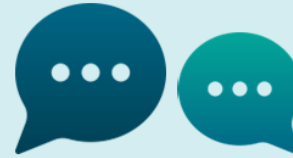
Our Year in Numbers

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%

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

64%



115

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

0

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



10

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



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



830



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

We worked with

23



to deliver their work across

50

organisations **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

- 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

OUTPUTS

- 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

OUTCOMES

- 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 have challenging conversations and give and receive feedback in constructive ways

IMPACT

- 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.

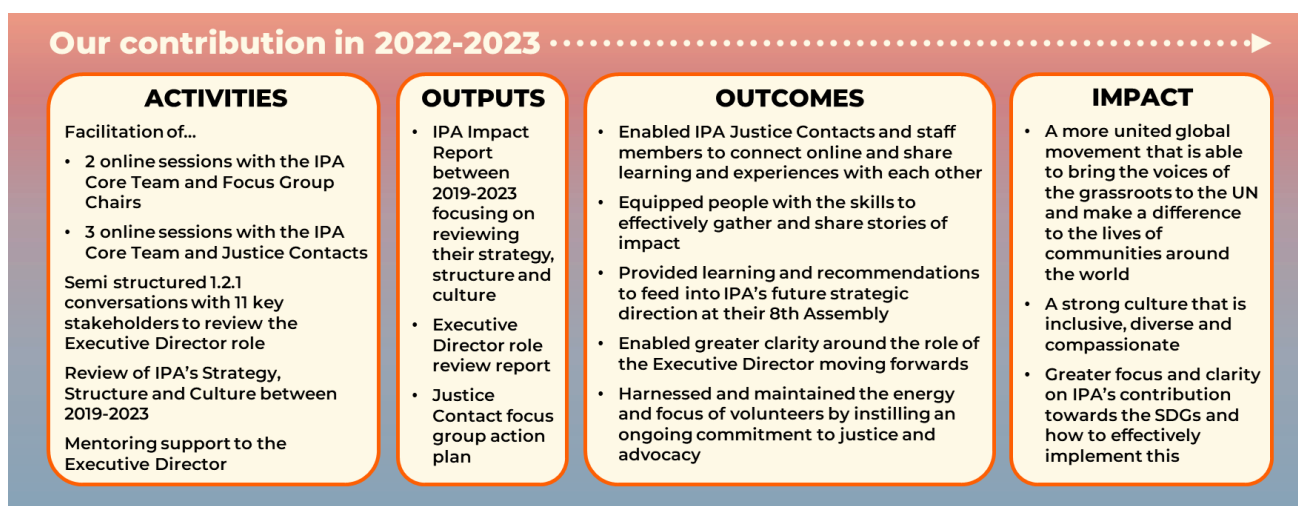
International Presentation Association

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.



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 experts 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.

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.

“ 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. ”

Our contribution over the last year

ACTIVITIES

- Facilitation of...
 - 7 in-person staff sessions
- Support to founders, Hugo and Fiona Spowers on investment and governance

OUTPUTS

- 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

OUTCOMES

- 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

IMPACT

- 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.

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.

“ 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. ”

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.

Our contribution between November 2022 and May 2023

ORGANISATIONAL CULTURE PROGRAMME

ACTIVITIES

- Facilitation of...
- 4 online all staff sessions
 - 2 online country director meetings
 - 1 in-person board meeting
 - 1 in-person management team meeting
- 5 online surveys with all staff and board

OUTPUTS

- A shared understanding of where the organisation is now and what has been learnt in relation to cultural change and transition
- A clear articulation of SHA's future culture, supported by values, principles and behaviours, to be incorporated into the organisational strategy

OUTCOMES

- Greater awareness about SHA's culture and the values and behaviours which need to be embedded in the organisation
- Opportunities for staff members to have their voice heard and connect with one another in the context of a takeover (of United Purpose)

IMPACT

- Started to embed SHA's culture and values into the day-to-day behaviours and actions of the country offices and management team (more work needed here).
- Better equipped to navigate challenges around the takeover and rebrand
- Opportunity for the new CEO to quickly gain insights into the organisational culture enabling him to be more effective in inspiring and enabling change in the organisation

BOARD RENEWAL PROCESS

ACTIVITIES

- Facilitation of...
- 1 in-person board meeting
- Semi structured 1.2.1 conversations with 9 board members

OUTPUTS

- A comprehensive "Reflections and Learnings Report" based on the board renewal process

OUTCOMES

- Actions identified to ensure effective governance going forwards

IMPACT

- A strengthened board that will have better accountability and oversight over the organisational culture and strategy

WORLDWIDE GLOBAL SCHOOLS CULTURE PROCESS

ACTIVITIES

- Facilitation of...
- 1 in-person session with staff and partners
 - 2 online sessions with staff and partners

OUTPUTS

- The co-creation of clear values, principles and behaviours
- Opportunities for learning and developing greater self-awareness

OUTCOMES

- Created spaces to talk about challenging issues and come to a shared understanding around solutions for the future
- Greater clarity around the what the values and behaviours should be in the organisation

IMPACT

- Improved leadership and teamworking
- Opportunity for a 'reset' – building on the positives and considering how to work together more effectively and progress things in future

Click [here](#) to read a testimonial by David Dalton, Former Interim Executive Director.

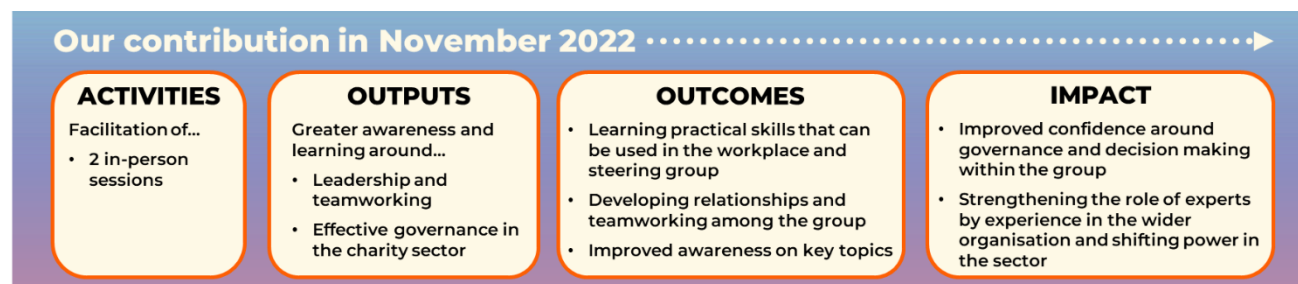
Refugee Action

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.



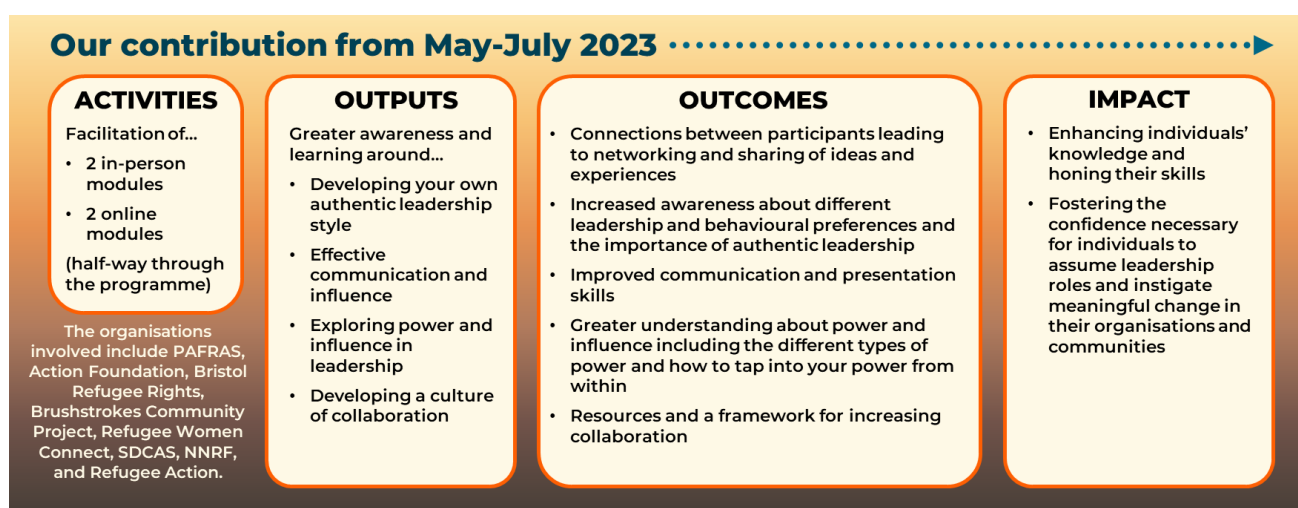
Emerging Leaders Programme

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 alongside our partners towards a better future.

People's one-word feelings about our work



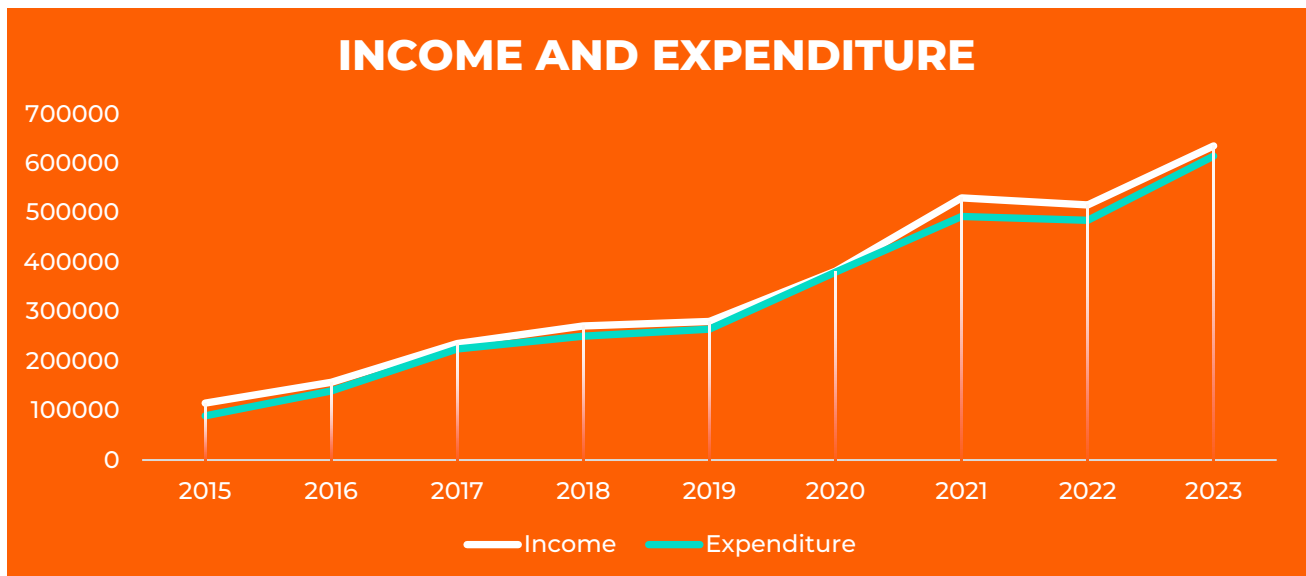
The Word Cloud above summarises individual participants' responses to the question "what is your one word feeling about this session". This is asked at the end of almost every session. These results are taken from a representative sample of our partners/clients. The bigger the word, the more it was mentioned.

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

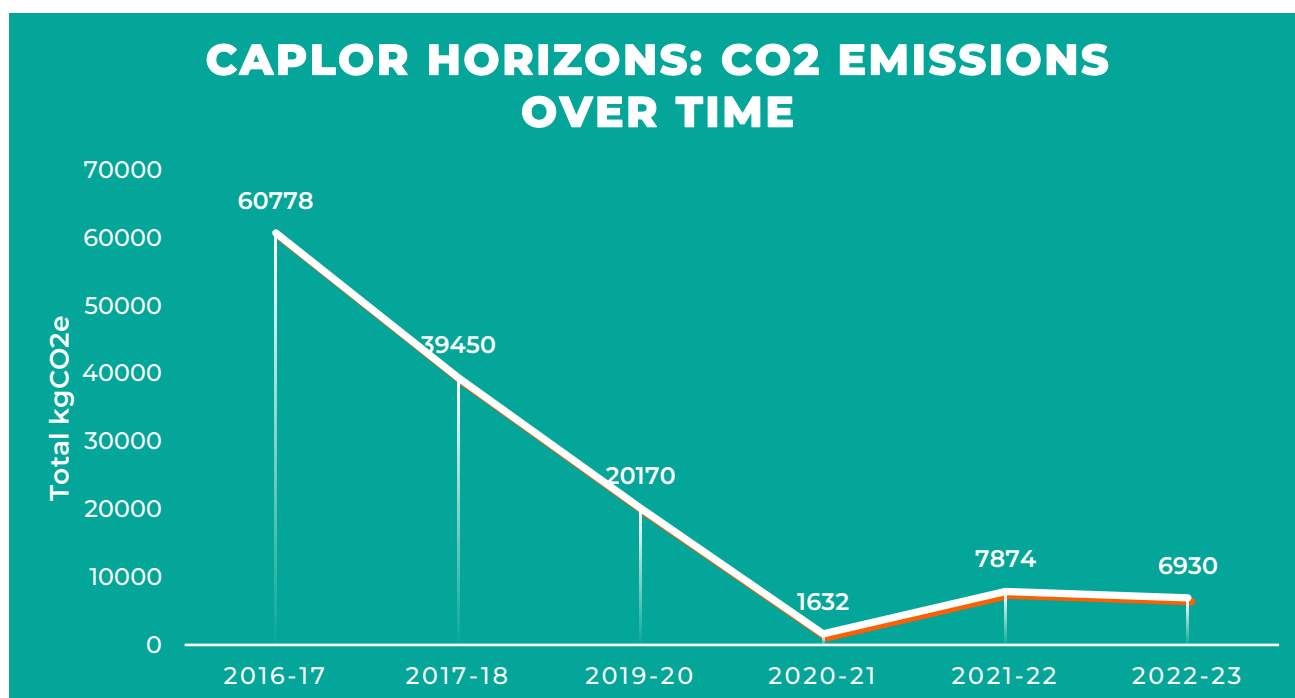
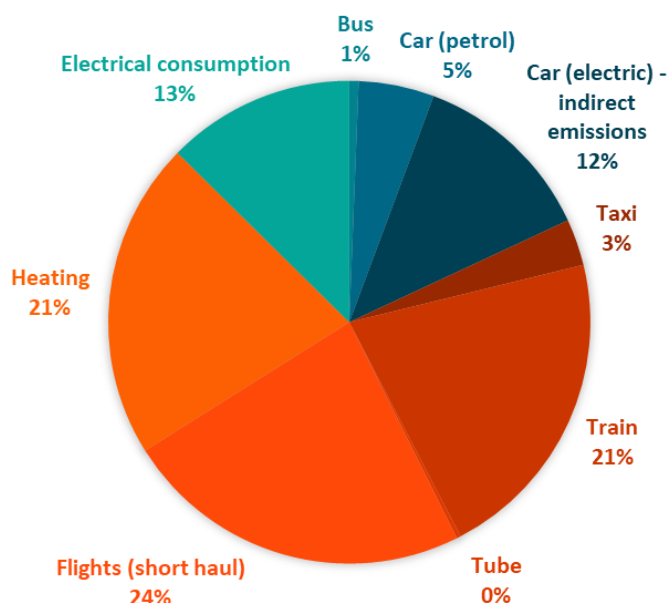
We have self-calculated our carbon emissions for this financial year. They amounted to 6,930.32 kgCO₂e.

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 kgCO ₂ e
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 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

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

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
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 £	£	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

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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).

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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 2023

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

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

4 Charitable activities

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

5 Investments

	Unrestricted funds	Total
	2023 £	2022 £
Interest Received	381	-
	<u>381</u>	<u>-</u>

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

6 Raising funds

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

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
	<u>516,931</u>	<u>379,530</u>
Share of support costs (see note 8)	96,128	97,419
Share of governance costs (see note 8)	2,200	1,920
	<u>615,259</u>	<u>478,869</u>
Analysis by fund		
Unrestricted funds	286,459	234,975
Restricted funds	328,800	243,894
	<u>615,259</u>	<u>478,869</u>
For the year ended 31 March 2022		
Unrestricted funds	234,975	
Restricted funds	243,894	
	<u>478,869</u>	

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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
	<u>96,128</u>	<u>2,200</u>	<u>98,328</u>	<u>99,339</u>	
Analysed between Charitable activities	<u>96,128</u>	<u>2,200</u>	<u>98,328</u>	<u>99,339</u>	

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	<u>1,399</u>	<u>2,059</u>

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.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

11 Employees

The average monthly number of employees during the year was:

2023 Number	2022 Number
10	8
<hr/>	<hr/>

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
	<hr/>	<hr/>
	450,463	317,178
	<hr/>	<hr/>

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 Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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:

	Balance at 1 April 2021 £	Movement in funds		Balance at 1 April 2022 £	Movement in funds		Balance at 31 March 2023 £
		Incoming resources £	Resources expended £		Incoming resources £	Resources expended £	
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.

CAPLOR HORIZONS

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

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
	<u>129,882</u>	<u>51,827</u>	<u>181,709</u>	<u>118,257</u>	<u>43,249</u>	<u>161,506</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 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	<u>(20,992)</u>	<u>90,165</u>

21 Analysis of changes in net funds

The charity had no debt during the year.