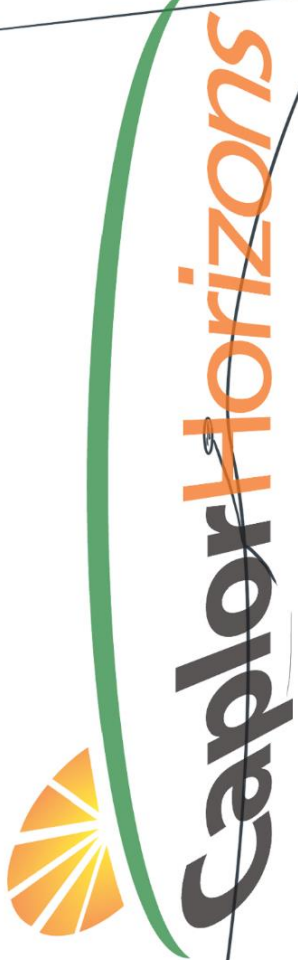


**Registered Charity
Number: 1157696**

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



Caplor Horizons 2023-2024 Annual Report

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About Caplor Horizons

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

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

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

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

Objectives and Activities

Our Vision: Change makers creating a sustainable future

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

Our Values:

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

Our charitable objectives are:

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

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

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

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

A decade of transformative journeys

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

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

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

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

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



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



As well as our core team, we are fortunate to have an advisory group of specialists. Whilst some advisors have come and gone, others have been involved long term, some since 2014. This is quite something given that advisors have been so instrumental to our development. All have contributed at voluntary or reduced rates. In contributing to our work, our advisors tell stories about how they ‘get’ as well as ‘give’. This two-way exchange is pivotal to our approach. In our early years, advisors were greatly involved in the design and delivery of activities. As the relevance and appropriateness of this aspect significantly reduced over time, so too did the number of advisors, from around 50 to 25. Today advisors are mostly focused

on strengthening our organisational effectiveness to enable us, in turn, to work more impactfully with our clients and partners and to share useful learning beyond our day-to-day activities (mainly via the resources available on our website): e.g., Denise Mulligan has deepened our perspectives and refined our approach to coaching; Clive Hyland, has encouraged and enabled us to underpin our work and resources with emerging insights from neuroscience.

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

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



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



At any one time we are working with around 10-20 organisations. Mostly these are not-for-profits through we have always worked with a handful of responsible businesses too. In reflecting about this, we realised that we have exceeded expectations in working with an incredibly diverse range of organisations over the ten-year

period. At the same time, we have remained true to our original business model, and founding commitment, of especially providing input to small and medium sized not-for-profits that might not otherwise be able to afford such services.

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

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

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

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

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

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

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

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



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

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

The Introduction and About Caplor Horizons

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

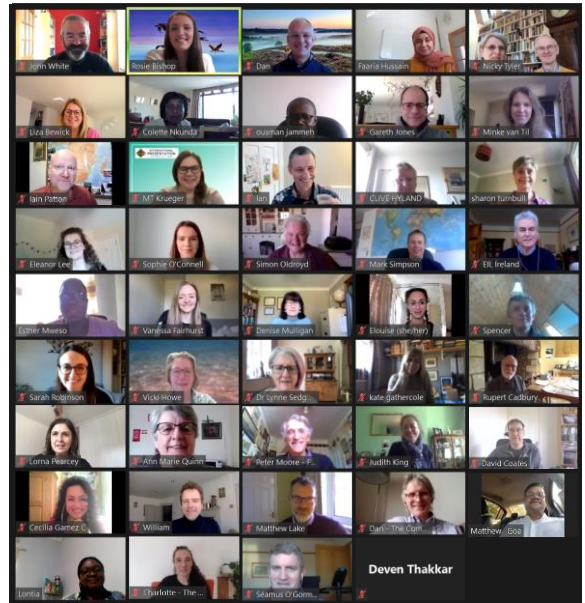


As an external driver, the climate change and biodiversity crisis, and our commitment to responding to environmental injustice, led to the incubation of The Commitment, an advocacy project (from April 2019 to March 2024). William Eccles was inspirational in co-founding this and he became part of our shared leadership journey during a five-year period. The Commitment has now been transferred to VoteClimate, a different host (as was always intended). Stepping back from this, we mainly

work with established organisations. However, over the ten-year period we have incubated The Commitment and one other environmental organisation, The Great Collaboration, albeit this was on a far smaller scale.

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

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



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

Transformational Journeys in Leadership



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

Transformational Journeys in Learning

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



Transformational Journeys in Community and Collaboration

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

Transformational Journeys in Inclusion and Equality



We strive to continually challenge ourselves and step beyond our comfort zones when it comes to issues of injustice, inequality, discrimination and inclusion. This is about ‘transforming’ not simply ‘performing’. In this respect, we particularly appreciate the outstanding contribution of Saf Ghapson and Chandra Ladwa. This stretches back to unconscious bias

sessions near the beginning of our journey through to more recent years when they have facilitated our journey towards becoming an anti-racist organisation, including developing a strategy, with a theory of change, to commit, understand and act.

Transformational Journeys in Navigating Complexity and Change

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

Transformational Journeys in Innovation

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



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

Transformational Journeys Within

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

Conclusion

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

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



Activities & achievements from last year

01/04/2023 to 31/03/2024



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

discovery and growth around their authentic leadership, more effective communication and collaboration and greater confidence, self-belief and commitment. Click [here](#) to find out more about the impact of this work.

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

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

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

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

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

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

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

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

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

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

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

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

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



Our Journey in Numbers

10

years old!



Learning differently
Thinking differently
Acting differently

50

countries
worked in



5000+

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

100

senior leaders and
CEOs received
coaching



£3.5m



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

80

organisational
strategies have been
developed and
implemented

2500

people in 30 countries
were receiving our
monthly updates

200

learning resources
and papers were
produced



20

of our
advisors helped
co-create our book

2

environmental
initiatives were
incubated

150 partners and clients
including...



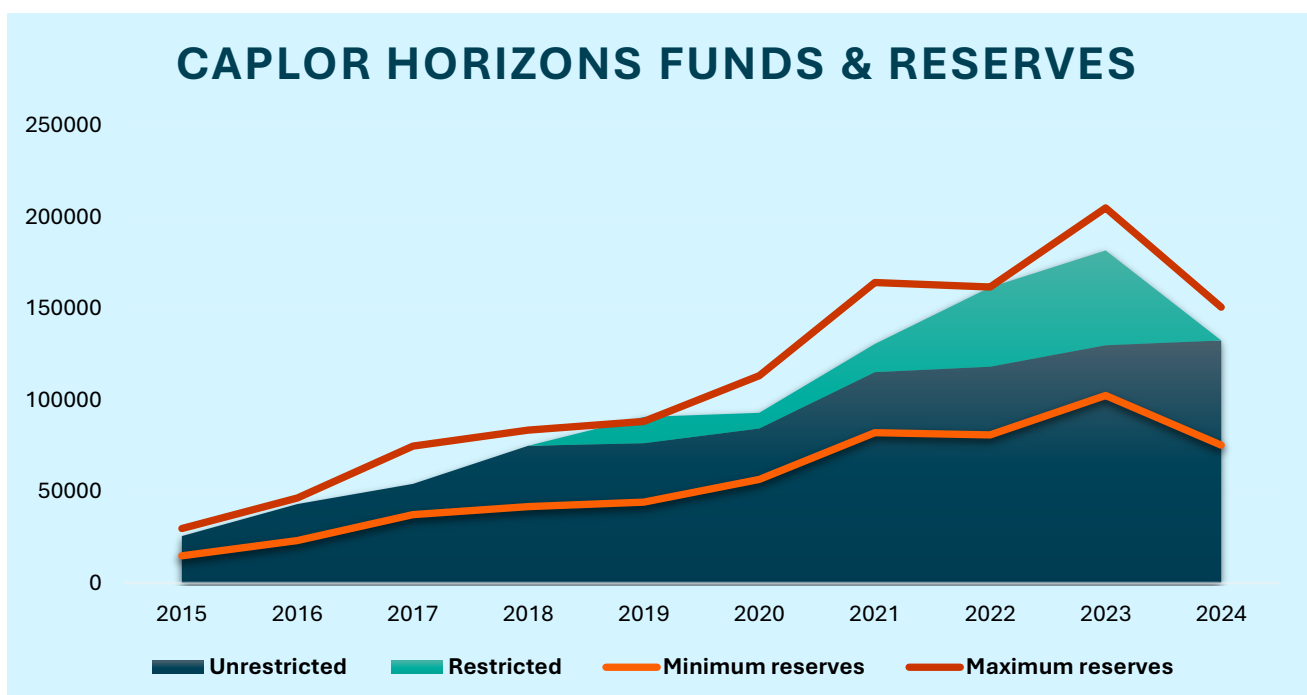
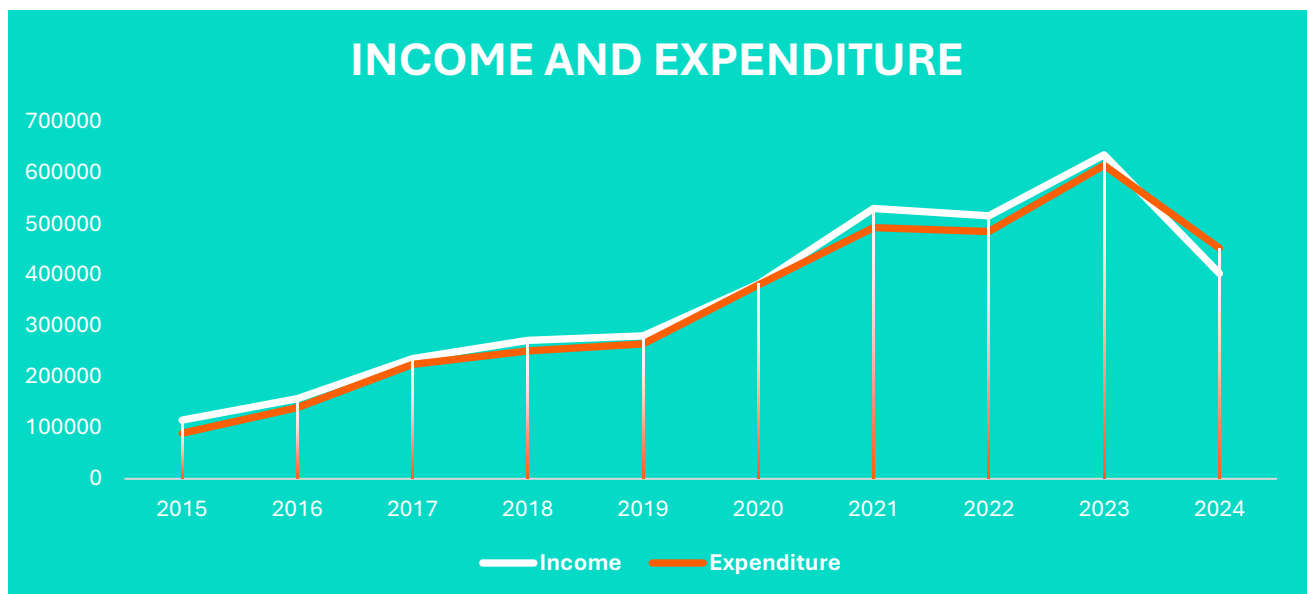
- 22 partners in Ireland
- 16 organisations working with refugees and asylum-seekers
- 10 responsible businesses ranging from small start-ups to an international horticultural business
- 6 umbrella bodies, 20 faith-based organisations, 7 member-based organisations, 5 international federations, 13 higher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

Finance Review

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

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

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



Principal Funding Sources

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

Reserves Policy

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

Investment Policy

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

Plans for Future Periods

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

Structure, Governance and Management

Governing Document

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

Trustee Table

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

Appointment of Trustees

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

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

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

Trustee Selection Methods

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

Trustee Induction and Development

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

Trustee Engagement

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

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

Remuneration Policy

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

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

Risk Management

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

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

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

Sustainability Policy

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

Click here to [read](#) our Sustainability policy.

Safeguarding Policy

Protecting children, young people and vulnerable adults from harm is central to achieving our vision of achieving a world in which social, environmental and economic progress 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
Sharan Kelly – *appointed on 13 June 2024*
Clement Mukuka Sindazi – *appointed on 13 June 2024*

Independent Examiner

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

Core Team

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

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

Signed  LAURA ADAMS

Statement Of Trustee Responsibilities

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Caplor Horizons

Unaudited Financial Statements

For The Year Ended 31 March 2024

Charity registration number 1157696

Company registration number 08901760 (England and Wales)

Independent Examiner's Report

To the Trustees of Caplor Horizons

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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



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

23/09/2024

Date.....

Statement of Financial Activities

Including Income and Expenditure Account

For the year ended 31 March 2024

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

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

All income and expenditure derive from continuing activities.

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

Balance Sheet

As at 31 March 2024

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

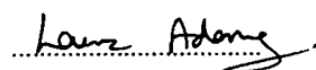
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

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

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

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

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

 LAURA ADAMS

Trustee, Company Registration No. 08901760

Statement of Cash Flows

For the year ended 31 March 2024

	Notes	2024	2023
		£	£
Cash flows from operating activities	20		
Cash used in operations		-73,762	-20,992
Investing Activities			
Purchase & Disposal of tangible fixed assets		-2,502	-
Investment income received		2,145	381
Net cash used on investing activities		-357	381
Net cash used in financing activities		-	-
Net increase in cash and cash equivalents		-74,119	-20,611
Cash and cash equivalents at beginning of year		207,848	228,459
Cash and cash equivalents at end of year		133,729	207,848

Notes to the Financial Statements

For the year ended 31 March 2024

1 Accounting policies

Charity information

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

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

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

1.5 Expenditure

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

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

The charity has incurred expenditure on support costs.

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

Offsetting

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

1.6 Tangible fixed assets

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

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

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

Fixtures and fittings: 10% reducing balance

Computers: 33% reducing balance

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

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

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

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

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

Basic financial assets

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

Derecognition of financial assets

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

Basic financial liabilities

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

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

Derecognition of financial liabilities

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

1.10 Employee benefits

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

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

1.11 Retirement benefits

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

1.12 Taxation

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

1.13 Pension Costs

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

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

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

4 Charitable Activities

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

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Total 2023 £
Analysis by fund	<u>192,334</u>	<u>135,307</u>	<u>327,641</u>	
For the year ended March 2023	<u>213,385</u>	<u>320,941</u>		<u>534,326</u>

Performance related grants

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

5 Investments

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

6 Raising funds

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

7 Charitable activities

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

8 Support costs

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

9 Net movement in funds

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

10 Trustees

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

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

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

11 Employees

Number of employees

The average monthly number of employees during the year was:

	2024	2023
	Number	Number
	7	10
Employment costs	2024	2023
	£	£
Wages and salaries	302,370	390,489
Social security costs	26,460	37,701
Other pension costs	16,855	22,273
	<u>345,685</u>	<u>450,463</u>

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

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

Key Management Personnel

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

12 Other

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

13 Tangible fixed assets

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

14 Debtors

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

15 Creditors

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

16 Deferred Income

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

17 Movement in Funds

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

The Commitment

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

Children Watch

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

**18 Analysis of net assets
between funds**

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

19 Related party transactions

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

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