Right to Succeed CIO

England & Wales · Charity number 1160886

Details

Other names	OXFORD YOUTH LAB, RIGHT TO SUCCEED CIO
Status	Registered
Legal form	CIO
Registered	2015-03-13
Register	View on the Charity Commission register

Contact

Address	Avenue HQ Mann Island Liverpool L3 1BP
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Activities

Objects: THE OBJECTS OF THE CIO ARETO ADVANCE FOR THE PUBLIC BENEFIT ANY PURPOSE OR PURPOSES WHICH ARE EXCLUSIVELY CHARITABLE UNDER THE LAWS OF ENGLAND AND WALES AS THE TRUSTEES FROM TIME TO TIME SEE FIT WITH A NON-EXCLUSIVE FOCUS ON THE EDUCATION OF YOUNG PEOPLE, PARTICULARLY THOSE FROM DISADVANTAGED COMMUNITIES INCLUDING, WITHOUT LIMITATION BY:A) PROVIDING EDUCATIONAL SUPPORT TO SUCH YOUNG PEOPLE; AND B) PROVIDING SUPPORT TO INDIVIDUALS AND ORGANISATIONS ADVANCING THE EDUCATION OF SUCH PEOPLE.

Activities: Right to Succeed brings together best practice educationalists, deliverers, philanthropists, & commissioners to:1. Develop collaborative solutions to systemic problems of educational and youth employment inequality2. Pilot these solutions at a size where they can be robustly proven3. Scale and replicate the effective solutions until they reach a systemic scale

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, The Prevention Or Relief Of Poverty
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

Geography

- Northern Ireland
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£7,192,767	£6,332,355	£4,505,973	47
2024-08-31	£5,871,648	£4,500,276	£3,645,561	39
2023-08-31	£3,445,030	£2,907,025	£2,274,189	41
2022-08-31	£2,481,587	£2,588,118	£1,835,660	32
2021-08-31	£2,633,242	£2,002,401	£1,942,191	23
2020-08-31	£2,047,164	£1,167,627	£1,311,350	13

Trustees

Name	Role	Appointed
Suzanne McCarthy	Chair	2020-10-13
Alita Benson		2020-07-14
Arshmeena Durrani		2023-01-26
Catherine Hodges		2021-01-19
Deborah Bailey		2020-07-14
Holly Baxter		2023-01-26
Julia Grant		2020-07-14
Michael Ian Wells		2021-01-19
Paul Webb		2025-10-15
Steven Anderton		2025-10-15

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Right to Succeed CIO

England & Wales - Charity number 1160886

Accounts

RIGHT TO SUCCEED

ANNUAL REPORT & ACCOUNTS

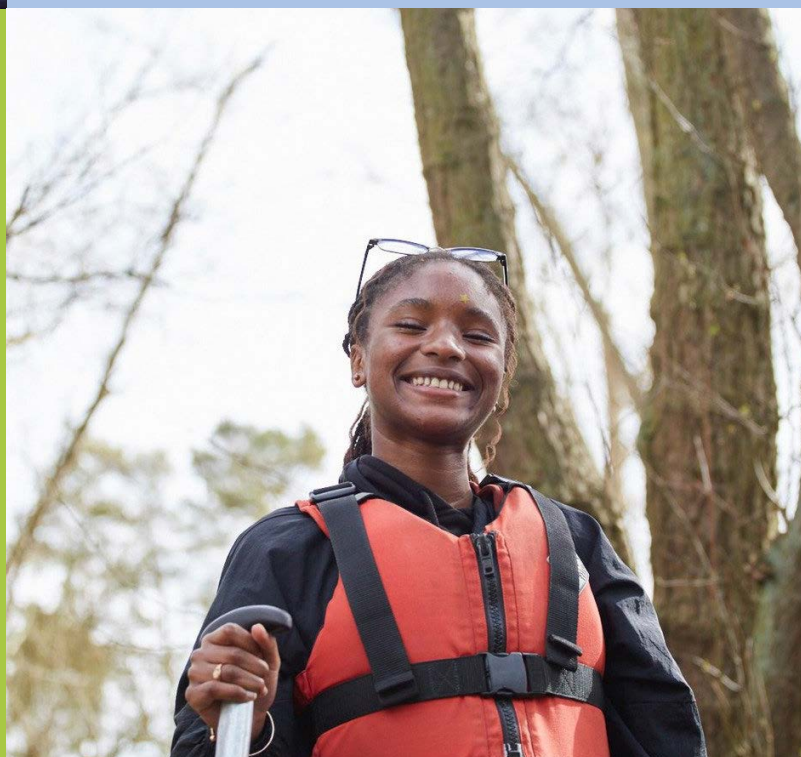
24/25



10 YEARS OF IMPACT







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10 YEARS OF IMPACT

Welcome to Right to Succeed's 2024/2025 Annual Report & Accounts, in this report we share stories of impact and growth as we celebrate a decade of place-based change.

We reflect on the performance of the organisation one year into our **Five-year strategy**, with exciting expansion plans built on our progress.

To hear directly from children, young people, partners and families about the impact our work has had on them, visit the **Impact Report 2024/25** or select a **downloadable programme review**, to deep dive into progress in education, community and family services in the regions.



A MESSAGE FROM OUR CHAIR OF TRUSTEES



On behalf of the Board, I am delighted to present the Trustees' Report and Accounts for 2024/25, which reflects another year of significant growth, learning and impact for Right to Succeed and the communities we serve.

This year marks two important milestones: ten years since Right to Succeed was founded, and the first full year of delivery under our 2024–2029 strategy. Trustees have been encouraged by the way the organisation has balanced growing ambition with discipline by responding to increasing demand for community-led change whilst maintaining a clear focus on quality, sustainability and long-term outcomes.

During 2024/25, 31% of children and young people were living in relative poverty, and the systemic and persistent hardship faced by families in some of the most deprived communities continues to demand collective action.

Communities supported by Right to Succeed have continued to build strong coalitions of residents, professionals and local leaders, working together on priorities that they have collectively defined. Trustees continue to place particular emphasis on ensuring that local people have meaningful agency to not only shape the work itself, but also define how success is understood and measured.

During the year, the organisation deepened its commitment to expanding this methodology. This included the implementation of a new Cradle to Career discovery programme in Speke, Liverpool, and the initiation of discussions around future expansion in the West Midlands. Alongside this, delivery programmes in Blackpool, Norfolk, Liverpool City Region and Greater Manchester continued to embed and strengthen their workstreams and demonstrate the impact of place-based, community-led change.

We were also encouraged by the growing evidence base supporting this work. In May 2024, Right to Succeed published *Reading the Future: The impact of literacy support on disadvantaged pupils' GCSE grades and beyond*, a commissioned report produced by Pro Bono Economics. The report highlighted that our Key Stage 3 literacy programmes in Blackpool and North Birkenhead generated up to an estimated 18 times return on investment, mainly in the uplift in expected future earnings of the children and young people who participated.

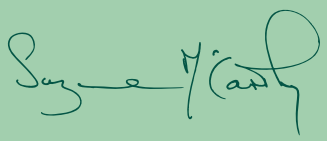
Alongside programme delivery, the Board has continued to strengthen governance, financial resilience and risk management, ensuring that Right to Succeed remains a dependable long-term partner to communities.

Trustees are also proud of the charity's contribution to wider sector learning, including through the incubation and spin-out of Place Matters as a national resource to support effective place-based practice.

As we marked our tenth anniversary, these achievements were reflected in celebration events held across our regional programmes and at the Royal Liver Building in Liverpool. We were delighted to be joined by community partners and funders and were inspired by performances from children and young people from partner schools and organisations. These are powerful reminders of the purpose behind our work.

On behalf of the Trustees, I would like to thank our staff team, partners, funders and, most importantly, the communities we serve. Their leadership, commitment and trust continues to shape everything we do. While we recognise there is still a long way to go, we believe we have taken important steps in a journey that is just beginning and is rooted in giving agency to those who understand their community best.

Yours Sincerely



SUZANNE McCARTHY
Chair, Right to Succeed

CASE STUDY

CONNECTING FAMILY SERVICES

Cradle to Career Sefton Multi-Disciplinary Team

The Family Connector role was introduced in the Linacre ward to raise awareness of the local offer and strengthen links between residents and support services, with a particular focus on engaging the most hard-to-reach families.

Two Family Connectors have now been in post for five months and are actively supporting families across the ward. In time, their work will align with the planned Mult-Disciplinary Team (MDT), which will provide an additional layer of support to the families of the area.

Key Concerns

- Housing stability and access to long term accommodation
- Community connection
- Access to inclusive activities for children



A Family in Need

A family who recently relocated to the area due to homelessness has faced challenges settling in to the unfamiliar community. The parents and their four children were placed in temporary accommodation after losing their previous home. Initially, they struggled with a lack of knowledge about local services, isolation from their previous community, and difficulties in finding suitable activities for the children outside of school hours.

How we supported them

Family Connectors engaged with the parents through regular meetings to build trust and understand their needs. Support focused on linking the family to local community groups and youth services, helping them integrate into the area and develop new social connections.

They were introduced to The Inclusive Hub, where the children accessed the HAF (Holiday Activities and Food) programme and weekly evening sessions. Signposting was provided to local hubs, family law advice sessions, and community organisations offering family activities and events.

A MESSAGE FROM OUR CEO



2024/25 saw Right to Succeed celebrate its 10th birthday. Moments like this naturally invite reflection on how far we have come, the people and organisations we have met along the way, and everything we have learned together.

For me personally, this milestone has been both humbling and inspiring. As a founder, you are often given far too much credit for what an organisation becomes. The reality is that Right to Succeed today is the result of the extraordinary commitment of our team, trustees, advisors, supporters, and, most importantly, the residents, professionals and leaders within the communities we serve. My most important role has been to not get in the way of these wonderful people but work with them, improving who we are and how we do things.

Over the past decade, the wider context has also shifted dramatically. Ten years ago, place-based and community-led approaches were poorly understood and rarely embedded in policy or practice. Today, these approaches are increasingly central to national, regional and local conversations. We are proud to have played a part in building this momentum alongside others including AllChild, Thrive at Five and Place Matters.

With this growing recognition has come increasing demand for our work. Whilst this creates opportunity, it also brings greater responsibility for us to grow carefully, ensuring that communities continue to retain control over defining and delivering the change they need, and to continue to demonstrate that community-led change done well leads to very significant impact.

We are now seeing a proliferation of place-based initiatives, but many risk failure through not adopting a recognised methodology nor having sufficient resources to drive the scale of impact desired by a community. The scale of failure this is likely to create may undermine confidence in community-led approaches at precisely the moment it is most needed.

In response, this year we completed our incubation of Place Matters, which is now an independent charity and working as a dedicated learning centre for place-based change.

We have also continued to support the development of major community-led programmes including agreeing an expansion to our West Midlands programme; and strengthening our approach to evaluation and evidence.

Together, these efforts aim to ensure that community-led change remains a credible, effective route to overcoming the inequity facing our most left behind communities.

I hope you enjoy reading this report and learning more about what our communities have achieved this year.

Yours Sincerely

GRAEME DUNCAN
CEO, Right to Succeed

THE WHY AND HOW

ABOUT US

OUR STORY

Founded in 2015, Right to Succeed is a charity focused on supporting community-led change and in particular supporting communities in the bottom 10% of the indices of multiple deprivation in order to transform outcomes for their children, young people and families.

We do this by supporting the community (residents, professionals and leaders) to collectively define, deliver, and sustain the change they need and want for their children, young people and families.

In 2024/25, we supported positive outcomes of over 40,000 children and young people across nine communities, and completed discovery work ready for long term delivery in a 10th community.

OUR VISION

Every community is a strong and cohesive place where every child is supported to succeed

OUR MISSION

To support communities to collectively define, deliver and sustain the change they need and want for their children, young people and families.



OUR VALUES

COLLABORATION

We drive collaboration in everything we do, supporting our colleagues and partners to work better together by pooling resources, learning and expertise.

INTEGRITY

All our work is guided by our values and mission; we are willing to have difficult conversations to ensure this, and use clear processes and decision-making mechanisms to hold ourselves accountable.

COMMITMENT

We are committed to achieving only the best in the long-term for the children, young people and communities that we serve.

CURIOSITY

We ask questions, listen hard, and expect to be surprised by what we find.

HUMILITY

We understand that the communities we work with are the key to developing solutions, and we are constantly learning from them.



WORKING COLLECTIVELY TO EFFECT CHANGE

Right to Succeed works as a backbone organisation, bringing together communities to collectively define their priorities, align partners to deliver that change and support and resource that collective action.



We call this way of working "place-based change"

We have reached communities in

Lancashire: Blackpool

Liverpool City Region: Wirral, Halton, Knowsley, Sefton, St Helens and Liverpool City

Greater Manchester: Rochdale and Tameside

East Anglia: Central Great Yarmouth



HOW WE WORK

Together with local residents, professionals and leaders, we:

TOGETHERNESS

Bring together local community and stakeholders.

- Children & young people
- Education settings
- Business
- Adult residents
- Community organisations
- Donors
- Public sector

SHARED VISION

To co-design a development plan that meets the needs of the local community, framed by a shared vision and shared measures of success.

SUPPORT

Results in strong communities where every child is supported to succeed.

RESULTS

Our work ultimately benefits children and young people by creating:

- Inclusive, safe and healthy environments
- More joined up support
- Better access to education
- Greater participation in decision making

OUR ROLE IN PLACE-BASED CHANGE

See how we do it

We are the backbone support organisation, working to help communities create sustainable place-based change. As the backbone we provide all of the following:

ESTABLISH PRINCIPLES

We establish the principles of place-based change.

It's important to fully understand the community, and then build trust and consensus upon priorities and the way forward.

We believe in place-based change, and that it should be research-informed, locally led and sustainably designed.

PARTNERSHIPS

We build and strengthen partnerships.

Place-based change requires a significant number of effective partnerships across the public, private and community sectors.

We work with local and national partners to secure long-term commitments, develop collaborative solutions and build capacity locally.





INFLUENCE DECISION MAKING

We work to influence the balance of power in decision making.

For place-based change to be sustainable, the community and young people need to be active participants in the decisions that affect them.

We support local people to achieve the change they need, establishing governance structures that increase community participation in decision making

LOCAL FIRST

We work with the community through a robust change process.

The approach to change should be underpinned by foundations of effective practice, but flexible to the unique local context.

We apply a collective impact method to work towards the shared measures of success and continually evaluate and refine our approach.

5-YEAR STRATEGY REVIEW

Our 5-year strategy launched on 1 September 2024 seeks to double the scale of our work over that 5-year period.

Year one has seen us pushing towards this growth, both increasing the charity's reach and the capacity of the organisation to be ready to handle the growth ahead.

Reflecting on the last year we have created a summary on the progress made in each department in 24/25.



FINANCE & GOVERNANCE

Providing stability and funding for the communities and local partners that we serve is essential to our programme delivery and sustainability of impact.

In order to ensure we grow sustainably, trustees have set our reserves policy to target a minimum of 4.5 months of the next next financial year's budget if we are to grow in that year. We reached that target comfortably for the 2025/26 financial year, and are currently ahead of target to secure this for 2026/27.

PEOPLE

During 2024/25 we continued to grow our team, both building out core capacity and recruiting the teams needed for delivery in Speke and the West Midlands. Our staff grew from 40 staff to 49 staff across the year.

PROGRAMMES

In 2024/25 we worked in 10 communities, with five delivery programmes operating across Liverpool City Region, two in Greater Manchester, one in Blackpool and one in Central Great Yarmouth. This year also saw the completion of Discovery in Speke which has led to delivery starting in September 2025.

We also agreed an expansion of our Cradle to Career approach to the West Midlands starting with two Discoveries in Walsall and Birmingham.

*Discovery programmes are a preliminary research stage carried out in an area to gain insight into the needs of the community, the existing assets and the best way to work collectively in the delivery stage.

PARTNERSHIPS

The impact being achieved by our communities is delivered by a collaboration of partners who support the delivery of activities covering community, education and public sector service delivery. During the year we worked with 280 partners across our 10 communities, and we are incredibly grateful for their commitment to our work and to the incredible communities that we serve.

FUNDRAISING

We are incredibly fortunate to have the supporters we have. The appetite to support place-based change is continuing to grow and we are very grateful to be able to bring such support to our communities. We're delighted to be able to demonstrate the growth in that support in the financial section of this report as in 2024/25 our income grew to £7,192,767 from £5,871,648 in 2023/24, a 22.5% rise.

YEAR 2 OF THE STRATEGY AND BEYOND



As we move into the second year of our five-year strategy, the focus of Right to Succeed is shifting from establishing momentum to embedding and sustaining it. The ambition we have set out in our 2024–2029 strategy is intentionally bold: to grow our reach, broaden the range of issues we address, and support communities not just to create change, but to sustain it for the long term.

Over the next few years, our growth will be shaped by a regional model of delivery. Experience has shown us that Combined Authorities can be significant enablers of more community-led approaches with both the ability to invest in their most left behind communities and to scale the learning from these communities to drive regional system change. We will therefore look to deepen our work in existing regions while expanding carefully into other regions, always guided by need, readiness and the ability to work in a genuinely community-led way.

Alongside this geographical growth, we will continue to broaden our thematic work. Our Cradle to Career programmes have demonstrated that when communities are given the space to define their priorities, their focus spans many of the factors driving multiple deprivation. The next phase of our work will see us scale successful thematic approaches, where appropriate, while remaining disciplined about scope and complexity.

A defining feature of this strategy period is our commitment to sustaining impact. We are increasingly focused on what it takes for collective working to continue once our most intensive support ends. This means supporting communities to build a strong collective culture, developing effective local backbone organisations, and working with funders and commissioners to create long-term, flexible funding models that enable continuity rather than repeated reinvention.

We are also taking a more deliberate approach to learning, evidence and influence. Demand for place-based change is growing rapidly, but too often without the methodology, capacity or patience required for success.

Over the coming years, we will continue to strengthen our ability to communicate what 'good' looks like in practice, working with partners such as Place Matters and others to shape understanding and demand for high-quality, community-led approaches.

None of this is possible without continued investment in our people, partnerships and systems. We will formalise our learning and development offer, grow our partnership network, and further diversify our funding base to ensure we remain resilient and responsive. Throughout, we will hold fast to the principles that have brought us this far: focusing on communities facing the greatest disadvantage, working collectively, and prioritising quality over pace.

The years ahead will undoubtedly bring complexity and challenge. But if the last decade has taught us anything, it is that when communities are trusted to define and deliver their own change, and are properly supported to do so, extraordinary things become possible.

CASE STUDY

ELECTIVE HOME EDUCATION: LAURA'S STORY

Blackpool Pathways for All

Laura has been Electively Home Educated since September 2024. She elected to come out of school and be home educated due to a number of factors.

Suffering from bipolar disorder, prior to diagnosis, caused her many difficulties in school. In addition, once diagnosed, Laura continued to struggle with the prescribed medication, which caused constant fatigue, and there were periods of time when she was on and off the medication which had an impact on her hormones and sense of wellbeing.

She turned instead to alcohol and drugs and struggled with addiction for some time. Laura's home life was incredibly chaotic, with many siblings in the family home, which also had a negative impact on her mental health. Laura left home due to clashes with family and moved several times during year 11, eventually finding a family friend to take her in.

Risk of NEET indicators

- Chaotic home life/ home-instability
- Period of homelessness
- Mental health / bipolar disorder
- Addiction / substance misuse

Positive outcomes

Laura successfully interviewed for Blackpool and the Fylde College.

She is now attending Gateway campus full-time and says that the college is brilliant. She is really enjoying her course, loves the staff there and has made lots of friends.

She is no longer misusing alcohol or drugs and is in a much healthier routine with her medication.



"I honestly feel that without the help of an Engagement Coach I would not be where I am now. I had no idea that I could even go to college as I did not go to school or sit exams. My Engagement Coach helped me to find the right place for me. I love college. The staff are great and I have loads of new friends."

OUR YEAR IN NUMBERS

Over the past year, the organisation has made **strong progress across all areas of delivery** while continuing to **grow and strengthen partnerships** across its programmes. This has enabled an increase in reach and overall impact across communities.



These figures reflect a **whole-system approach**, supporting children, young people, and adults, and demonstrate the organisation's ongoing commitment to **scaling impact and deepening community engagement**.

Impact summary figures

This year, the organisation delivered its work through **nine delivery programmes**, placing collaboration at the heart of its approach.



24,823 children and young people were accessed or supported through school training interventions (directly and indirectly).



3,613 adult residents engaged through programmes and wider community work.



15,843 children and young people received or accessed interventions.



639 Voices heard in Speke during discovery work

224	355	60
children and young people	adult residents	practitioners



9 Delivery programmes working with:

280	1,366	2,793
partner organisations	practitioners trained	adult residents engaged

IMPACT ACROSS OUR PROGRAMMES

Across all programme areas in 2024/25, our work has continued to deliver meaningful outcomes for children, young people and communities through strong partnerships, evidence-based practice and place-based delivery.

Liverpool City Region and Greater Manchester

Through our education-focused programmes, **over 18,500 children and young people** were assessed or supported through whole-school training across Liverpool City Region and Greater Manchester, embedding inclusive and needs-led approaches within schools. This was achieved in collaboration with **over 200 education and community partners**, strengthening local systems and shared practice.

Blackpool

The Pathways for All programme in Blackpool has now concluded, and is being sustained by secondary schools and the pupil referral unit. The approach supported young people at risk of NEET, and demonstrated positive progression for the initial cohort into further education, apprenticeships, and training, supported by engagement coaching and strong community partnerships. The learning from this has been built into our work with the Connected Futures partnership in the town, which continues to build pathways into sustained education and employment, with **33 partner organisations and 185 practitioners** contributing to delivery.

Norfolk

The youth-led literacy and inclusion programme, NRThirty, continued to grow, increasing access to local youth provision through collaboration with **29 partner organisations**. A co-designed digital platform, shaped by young people, improved visibility and accessibility of activities and support, engaging hundreds of users and strengthening youth voice in programme design.

Collectively, these programmes demonstrate the power of collaborative, place-based working to improve educational inclusion, strengthen pathways into positive futures and ensure the voices of children, young people and communities shape the support they receive.

18,500 Children and young people assessed or supported

200+ Education and community partners collaborators

33 Partner organisations contributing

185 Practitioners contributing

29 Partner organisations

CASE STUDY

CO-OP PORTLAND PRIMARY SCHOOL

100% of teachers said their children have a better understanding of the importance of positive relationships and how to build them.

Cradle to Career North Birkenhead Education

This year, Co-op Academy Portland embarked on an ambitious project designed to improve the co-regulation and self-regulation strategies that the most vulnerable children have in their 'toolkit' and ensure that they are explicitly taught how to use strategies effectively. This multi-stranded approach included:

- Highly regulated and routine expectations of timetable and staff
- MyHappyMind metacognition strategies explicitly taught promoting self-understanding and self-efficacy
- Wellbeing relationship coaching of staff and pupils
- Outstanding behaviour expectations with explicit 'Character Curriculum' taught
- Explicit tracking of language development, resilience, oracy and disadvantaged children's barriers to learning
- Extended school day 8:30-3:30 with wraparound care. Transport barriers addressed to improve attendance of upper KS2 Persistent Absentees



Using data effectively

In order to track the progress of the 28 most vulnerable pupils in Year 4 and 5, the school implemented the Strengths and Difficulties Questionnaire (SDQ). The SDQ is a short emotional and behavioural screening questionnaire. Lower scores indicate a more 'normal' disposition. By using this tool, the school was able to identify children who were struggling with emotional, conduct or peer relationship problems. These pupils were prioritised for small group and/or one-to-one support in each area of need.

SDQ scores decreased following intervention:

TIMEPOINT	AVERAGE SDQ SCORE
September 2024	16.5
March 2025	14.0
June 2025	6.5
Overall effect	-10

"I am focusing on being more kind."

Pupil 1

HALTON LEA IMPACT SNAPSHOT

3 YEARS OF DELIVERY

Halton Lea was selected as a Cradle to Career programme area due to high levels of deprivation, persistent attainment gaps, and the need for coordinated multi-agency support.

The community's vision is to ensure that every child in Halton Lea has the opportunity to thrive from birth through to adulthood. This is achieved through a collective impact approach, bringing together schools, local authority services, community organisations, and families to create a shared plan for improvement.

KEY OBJECTIVES TO DATE

At the start of the delivery programme the community's vision for change are documented to ensure impact is measured against these priorities, below is the progress made by Halton lea to date:

Early help

Improve school readiness through targeted family support and high-quality early years provision.

+125% **Increase in Early Help Assessments.**

More families are receiving early preventative support thanks to support from the Family Connectors. Leading to a 21% reduction in children with moderate or severe support needs for speech, language & communication through early intervention. Year 1 baseline 51% reducing to 30% in year 3.

Why is this important?
Because being school ready prepares children socially, emotionally and cognitively for formal education giving them a better foundation for success.

Wellbeing and Inclusion

Address social, emotional, and mental health needs through integrated support services.

1,937 **Children & young people attendances at a safe space.**

Working with supportive adults and further developing relationships.

Why is this important?
Social connection and emotional wellbeing is crucial for learning and development.

Educational Attainment

Raise literacy and numeracy standards across primary and secondary phases.

+7.2 **Gain in Standard age reading score.**

Why is this important?
Predicting a +0.6 expected gain in GCSE grades for every subject studied. GCSE passes are important to enable young people to access further education and employment opportunities.

Why is Literacy Important?
Reading age is the biggest predictor of GCSE outcomes and a significant indicator of future earnings. It also enables children and young people to access the wider curriculum and decreases risk of NEET (Not in education, employment or training).

Community Engagement

Empower families and residents to shape solutions and participate in decision-making.

881 **Young people directly involved in decision making.**

Consultation on youth offer, youth panels, mini discovery.

Why is this important?
The community know what they need, and having residents and young people involved in decision making ensures agency.

REACH AND ENGAGMENT

Over three years of Cradle to Career Halton Lea delivery, the programme has impacted thousands of children and young people. This has been achieved by collectively working with partners to support the implementation of education initiatives in schools, including training and interventions and developing access to community resources and an improved youth offer. The programme has also reduced early years needs, child protection escalations and anti-social behaviour, whilst increasing the quality of adult emotional wellbeing (community around the child).

32 different educations and community partner organisations worked with.

580 practioners trained in education & community settings.

10,912 participants by children and young people across education assessments, interventions & community initiatives.

COMMUNITY AROUND THE CHILD

55% ↓

Child in need
Reduction in child protection escalations, reducing risk of children becoming edge of care thanks to better localised multidisciplinary support, the success of the Multi-disciplinary Team has influenced Halton Council to scale resource from 7 to 20 in years 4-6.

22% ↓

Youth & Community
Reduction in Anti Social Behaviour compared to rest of region, due to wider availability of youth and community activities.

30% ↑

Adult Wellbeing
Increase of adults reporting medium or high wellbeing against Short Warwick and Edinburgh Mental Wellbeing scale. Baseline score pre-support 36.4% increasing to 66.7% post support.

Collective Impact Conditions

We use 6 conditions for change in our collective impact framework. We measure the progress of developing these conditions in the community using an annual survey. If steering group members agree or strongly agree that the conditions are in place then the collective working criteria has been met. This ensures accountability and progress.

	Year to date	Increase from baseline
1. A common agenda	93%	+30%
2. Shared measurement system	90%	90%
3. Mutually reinforcing activities	93%	+18%
4. Continuous communication	75%	+35%
5. Backbone support organisation	100%	+30%
6. Partnership working	80%	-15%
Collective impact conditions met	88%	+20%



JAMES'S STORY

Staff at Glendale Youth Hub noticed James was a quiet and withdrawn when he stated attending. Through a gentle, consistent approach, he began trying group activities, such as sports and creative workshops. The supportive environment helped his confidence and strengthened his sense of belonging, building friendships with peers & contributing ideas for session planning. Resulting in his attendance to the group ski trip.

> "I never thought I could feel so confident. I used to avoid people and didn't think I was good enough to join in, but now I feel like I belong here. The trip was good, and I never thought I'd be able to do something like that... I feel more confident about myself and I know I can do more things."

NORTHWOOD IMPACT SNAPSHOT

3 YEARS OF DELIVERY

Northwood was selected as a Cradle to Career programme area due to high levels of deprivation, persistent attainment gaps, and the need for coordinated multi-agency support.

The community's vision is to ensure that every child in Northwood has the opportunity to thrive from birth through to adulthood. This is achieved through a collective impact approach, bringing together schools, local authority services, community organisations, and families to create a shared plan for improvement.

KEY OBJECTIVES TO DATE

At the start of the delivery programme the community's vision for change are documented to ensure impact is measured against these priorities, below is the progress made by Northwood to date:

Educational Attainment

Raise literacy and numeracy standards across primary and secondary phases.

+6.9 Gain in Standard age reading score.

Why is this important?
Predicting a +0.58 expected gain in GCSE grades for every subject studied. GCSE passes are important to enable young people to access further education and employment opportunities.

Why is Literacy Important?
Reading age is the biggest predictor of GCSE outcomes and a significant indicator of future earnings. It also enables children and young people to access the wider curriculum and decreases risk of NEET (Not in education, employment or training).

Community Engagement

Empower families and residents to shape solutions and participate in decision-making.

563 Young people directly involved in decision making.

(consultation on youth offer, youth panels, mini discovery)

Why is this important?
The community know what they need, and having residents and young people involved in decision making ensures agency.

Wellbeing and Inclusion

Address social, emotional, and mental health needs through integrated support services.

3,182 Children & young people attendances at a safe space.

Working with supportive adults and further developing relationships. Leading to an 18% Reduction in Anti Social Behaviour compared to rest of region, due to wider availability of youth and community activities.

Why is this important?
Social connection and emotional wellbeing is crucial for learning and development.

Post-16 Education, Employment and Training

Reduce risk of NEET (not in education, employment or training) and improve engagement and support for EET opportunities for young people. primary and secondary phases.

-3.3% Reduction in NEET young people in Northwood due to increased support.
Baseline 7.6% in 2022 reducing to 4.3% in 2024 (last available data).

Why is this important?
Because supporting young people in raising aspirations and attainment and increasing post-16 opportunities helps to reduce unemployment amongst school leavers.

REACH AND ENGAGMENT

Over three years of Cradle to Career Northwood delivery, the programme has impacted thousands of children and young people. This has been achieved by collectively working with partners to support the implementation of education initiatives in schools, including training and interventions and developing access to community resources and an improved youth offer. The programme has also reduced early years needs, child protection escalations and anti-social behaviour, whilst increasing the quality of adult emotional wellbeing (community around the child).

29 different educations and community partner organisations worked with.

320 practioners trained in education & community settings.

14,276 participants by children and young people across education assessments, interventions & community initiatives.

COMMUNITY AROUND THE CHILD

15% ↓

Early Years
Reduction in children with moderate or severe support needs for speech, language & communication through early intervention. Year 1 baseline 69% reducing to 54% in year 3.

63% ↑

Child in need
Increase in Level 3 early help referral closure rate for families, thanks to better localised multidisciplinary support, families are being given interventions quicker and reducing the need for further support or escalation.

9.1% ↑

Adult Wellbeing
Increase of adults reporting medium or high wellbeing against Short Warwick and Edinburgh Mental Wellbeing scale. Baseline score pre-support 46.5% increasing to 55.6% post support

Collective Impact Conditions

We use 6 conditions for change in our collective impact framework. We measure the progress of developing these conditions in the community using an annual survey. If steering group members agree or strongly agree that the conditions are in place then the collective working criteria has been met. This ensures accountability and progress.

	Year to date	Increase from baseline
1. A common agenda	100%	+42%
2. Shared measurement system	100%	+43%
3. Mutually reinforcing activities	96%	+21%
4. Continuous communication	86%	+43%
5. Backbone support organisation	86%	+15%
6. Partnership working	93%	+27%
Collective impact conditions met	94%	+20%



AIDAN'S STORY (YEAR 10)

Struggling to focus and finding it difficult to motivate himself, Aiden was at risk of becoming NEET. To support him he was allocated time with careers support staff, identifying his interest in a 'helpful' career possibly within medicine.

Aidan's Career's Advisor has provided targeted support to raise aspirations, boost motivation, engagement and provide impartial advice to help ensure a positive and informed transition into further education.

> "I like talking about careers and what things I could do when I leave school. I'm made up I won a place on the residential in Liverpool University and think this is somewhere I'd definitely like to go."

STRUCTURE & GOVERNANCE

TRUSTEES

Right to Succeed was established as a Charitable Incorporated Organisation (CIO) with the Charity Commission England on 13 March 2015. The CIO's constitutional documents are its Articles of Association. Trustees can be appointed by ordinary resolution of the members.

The charity has a distinctive governance model, reflecting its commitment to community-led change. Programme priorities and programme-level decisions are shaped locally through community steering groups, with the Board retaining oversight of organisational performance, financial sustainability and risk.

On becoming a Trustee, each trustee goes through an induction process which includes meeting key members of the executive and reading core documents detailing our work and future plans.

The trustees who served during the year and following the year end were:

NAME	ASSIGNED DATE	RESIGNED DATE
Mrs Suzanne McCarthy (chair)		
Ms Debi Bailey		
Ms Holly Baxter		
Mrs Alita Benson		
Ms Sarah Dembitz		10 October 2024
Ms Arshmeena Durrani		
Mrs Julia Grant		
Ms Catherine Hodges		
Mr Michael Wells		
Mr Paul Webb	15 October 2025	
Mr Steve Anderton	15 October 2025	

KEY PERSONNEL

The key management personnel of the charity who form the Senior Executive Team are:

KEY PERSONNEL	ROLE
Graeme Duncan	Chief Executive Officer
Rekha Patel Harrison	Chief Programme Officer
Abbie Maher	Director of HR & Operations

Remuneration of the Chief Executive is set by the Board. Remuneration of other senior managers is set by the Chief Executive and reviewed by the Finance Committee on behalf of the Board.

TRUSTEES' RESPONSIBILITY STATEMENT

The trustees are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 income and expenditure of the charity 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 set out in the Charities SORP (FRS 102);
- 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 proper 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 Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention of fraud and other irregularities.



RISK MANAGEMENT

The trustees have reviewed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity and its finances. The trustees review the measures in place and establish policies, systems and procedures to minimise or manage any potential impact on the charity should those risks materialise.

Principal risks and mitigations

Strategic risk
Maintaining quality as programmes grow; mitigated through robust decision-making processes for new opportunities and continual review of capability and capacity.

Impact risk
Demonstrating outcomes across multi-year programmes; mitigated through our Impact Measurement Framework, baselining and continuous development with partners and funders.

Delivery risk
Multi-year planning and capacity constraints; mitigated through feasibility/discovery phases, regular review of programme plans and risk registers, and investment in retention and recruitment approaches.

Funding risk
Reduced or delayed income; mitigated through securing funding in advance for programme phases, co-commissioning with public sector partners, active pipeline review and use of reserves, where appropriate

Partner risk
Reliance on partners for delivery; mitigated through strengthened partnership processes and clear local governance structures.

Data protection
Mitigated through regular policy review, streamlined breach reporting processes and dashboard reporting to senior leadership and trustees.

Safeguarding
Mitigated through trained designated safeguarding leads, annual staff training and robust safeguarding processes.

Reputation management
This is mitigated through timely escalation and transparent, consistent communication processes.

The trustees are satisfied that the charity has taken actions to mitigate identified risks to a tolerable level.

FUNDRAISING

The charity's fundraising is largely focused on engaging with trusts, foundations, statutory funders and public sector bodies.

We do receive a small number of donations from individuals but we have not made any fundraising appeals to the general public to date.

The charity is registered with the Fundraising Regulator and undertakes regular reviews of the Regulator's Code of Fundraising Practice, and endeavours to keep abreast of changes in legislation, regulation and best practice in fundraising. The charity received no complaints from donors or members of the public about its fundraising practices this year.

ACCOUNTS RESULTS FOR THE YEAR 24-25

A summary of the year's results can be found on page 33 of the attached financial statements.

The net income for the year was £860,412 (2024 net income of £1,371,372). The charity's total income increased by 22.5% to £7,192,767 (2024 - £5,871,648).

£6,109,909 of this was spent on charitable activities (2024 - £4,228,473) while £222,446 (2024 - £271,803) was spent on raising income.

Donations increased by 26.6% to £4,238,381 (2024 - £3,347,111) of which £3,040,422 (2024 - £2,530,895) was restricted. £1,197,959 of donations were unrestricted (2024 - £816,216).

Reserves policy and financial position

The charity maintains an unrestricted reserve from which core and programme activities are funded in line with the approved annual plan and budget.

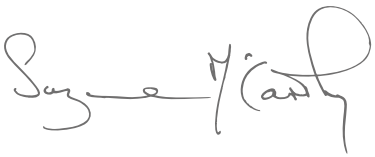
As at 31 August 2025, the charity had a total reserve of £4,505,973 (2024 - £3,645,561) and unrestricted reserves of £3,604,710 (2024 - £2,702,988).

The reserves policy, set in June 2023, sets out that the charity aims to have a total reserve of between 3-6 months of total expenditure at any time, with the charity aiming to finish any financial year with 4.5 months of reserve when compared to the budgeted expenditure for the next financial year if the charity is to continue to grow.

The charity also seeks to ensure that its unrestricted reserve never falls below 3 months of the charity's annual salary costs.

The reserve range for 2025/26 based on the agreed annual budget is currently £2,195,030 (3 months) to £4,390,059 (6 months), with the 4.5 month target of £3,292,545 for total reserve having been exceeded. The charity is ahead of the 3-month unrestricted reserve target, so the trustees are satisfied that the charity can take on the planned growth in 2025/26.

Approved by the trustees and signed on their behalf by:



Suzanne McCarthy
Chair of Trustees
Approved by the trustees on 30th March 2026

CASE STUDY

YOUTH OFFER: CAFE COLLABORATION

Central Great Yarmouth

A particular highlight has been a new partnership project, which has developed organically through the NRThirty network to address a real issue in the town-anti-social behaviour hotspots.

The Targeted Youth Support Service (TYSS) and Mancroft Advice Project (MAP) asked NRthirty for support with running
a Cafe Collaboration - an evening session once a week in St George's Park, which serves as the main park for the town and is frequently utilised by the local community.



The project was designed to establish a consistent presence in the area with sessions being held twice weekly in the evening. Over 24 sessions, the project has engaged with over 200 young people from diverse backgrounds and age groups, with the core demographic being 14–16 years old.

Feedback from a local business previously affected by high rates of ASB has evidenced a significant improvement. This success is attributed to the project's proactive approach, including the involvement of young people in problem-solving and prevention planning. Enhanced safety for young people and fewer negative interactions with law enforcement highlight the positive community impact.

This initiative has also led to 16 young people who could be considered 'hard-to-reach' transitioning to regular attendance at other NRthirty services and activities. Furthermore, the initiative provides a pathway for signposting participants to other organisations for specialised support.

> "Thank you for making the park safer for everyone"
>
> Young Person
> Great Yarmouth

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITY
YEAR ENDED 31 AUGUST 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	Unrestricted funds £	Restricted funds £	2024 Total funds £
Income from:							
Donations	1	1,197,959	3,040,422	4,238,381	816,216	2,530,895	3,347,111
Charitable activities	2	–	2,815,514	2,815,514	–	2,443,396	2,443,396
Investment Income		136,473	—	136,473	58,614	—	58,614
Other income		2,399	—	2,399	22,527	—	22,527
Total income		**1,336,831**	**5,855,936**	**7,192,767**	**897,357**	**4,974,291**	**5,871,648**
Expenditure on:							
Rasing funds		108,057	114,389	222,446	13,092	258,711	271,803
Charitable activities	3	327,052	5,782,857	6,109,909	59,651	4,168,822	4,228,473
Total expenditure		**435,109**	**5,897,246**	**6,332,355**	**72,743**	**4,427,533**	**4,500,276**
Net income/(expenditure) for the year and net current movement in funds		**901,722**	**(41,310)**	**860,412**	**824,614**	**546,758**	**1,371,372**
Reconciliation of funds							
Fund balances brought forward at 1 September 2024		**2,702,988**	**942,573**	**3,645,561**	**1,878,374**	**395,815**	**2,274,189**
Fund balances carried forward at 31 August 2025		**3,604,710**	**901,263**	**4,505,973**	**2,702,988**	**942,573**	**3,645,561**

All of the charity's activities derived from continuing operations during the above financial periods.

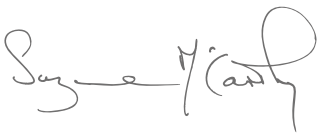
The charity has no recognised gains and losses other than those shown above.

BALANCE SHEET
AS AT 31 AUGUST 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed Assets			–		–
Current assets					
Cash at bank		1,988,854		2,962,535	
Current asset investments		2,577,103		–	
Debtors: due within one year	8	482,595		969,249	
Debtors: Amounts falling due after are than one year	8	100,000		–	
		5,148,552		**3,931,784**	
Creditors					
Amounts falling due within one year	9	**(642,579)**		**(286,223)**	
Net current assets			4,505,973		3,645,561
Total net assets			**4,505,973**		3,645,561
The funds of the charity, Funds and reserves					
Unrestricted funds		3,604,710		2,702,988	
Restricted funds	10	901,263		942,573	
Total funds			**4,505,973**		**3,645,561**

Trustee

Suzanne McCarthy
Chair of Trustees



Approved on 30th March 2026

STATEMENT OF CASH FLOWS
YEAR ENDED 31 AUGUST 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	1,466,948	703,865
Cash flows from investing activities:			
Investment income		136,473	58,614
Transfers to short term deposits		(2,577,103)	–
Net cash (used in)/provided by investing activities		(2,440,630)	58,614
Change in cash and cash equivalents in the year		**(973,682)**	762,479
Cash and cash equivalents at 1 September 2024	B	**2,962,535**	2,200,056
Cash and cash equivalents at 31 August 2025	B	**1,988,853**	2,962,535

Notes to the statement of cash flows for the year to 31 August 2025.

A. Reconciliation of net movement in funds to net cash provided by operating activities

	2025 £	2024 £
Net movement in funds (as per the statement of financial activities)	860,412	1,371,372
Adjustments for:		
Investment Income	(136,473)	(58,614)
Decrease/(Increase) in debtors	386,653	(626,434)
Increase in creditors	356,356	17,541
Net cash provided by operating activities	**1,466,948**	**703,865**

B. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash at bank and in hand	1,988,853	2,962,535
Total cash and cash equivalents	**1,988,853**	**2,962,535**

No separate statement of changes in net debt has been prepared as there is no difference between the movements in cash and cash equivalents and movement in net cash (debt).

PRINCIPAL ACCOUNTING POLICIES
YEAR ENDED 31 AUGUST 2025

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation
These statutory financial statements have been prepared for the year ended 31 August 2025.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement
Preparation of the financial statements requires the trustees to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- Allocation of support costs based on estimated staff time spent on each activity; and
- Estimating the value of donated services.

Assessment of going concern
The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 August 2026, the most significant area that affects the carrying value of the assets held by the charity is the level of contract income achieved (see the risk management section of the trustees' report for more information).

Income
Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, income received from local/national government for delivery of charitable activities, investment income and other income.

Donations
Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Income from charitable activities

This includes income charged to deliver our charitable services, including contracts and performance-related grants which have conditions that specify the provision of particular services by the charity.

Income from such contracts and grants is recognised to the extent the charity is entitled to receipt based on the services delivered and is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the funder has specified that the income is to be expended in a future accounting period.

Expenditure and the basis of apportioning costs

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. Expenditure comprises the following:

A. Expenditure on raising funds relates mainly to costs of staff time spent on raising funds and awareness of the organisation and the planned programme activities.

B. Expenditure on charitable activities in delivering the objectives set out in the Trustees' report relate mainly to costs of staff time and travel and payments to our collaborative partners.

C. Support costs relate to the costs of governance, IT, finance and other activities involved in managing the organisation. These have been allocated to activities based on estimates of the number of FTE staff engaged in each activity.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. They have been discounted to the present value of the future cash payment where such discounting is material. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Current asset investments

Deposits for more than three months but less than one year have been disclosed as current asset investments.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fixed Subsidiaries

During the year, Right to Succeed CIO had one wholly owned subsidiary, Right to Succeed Limited (company registration 08689873). The subsidiary was dormant during the period, and has therefore not been consolidated into these financial statements. An application to strike off Right to Succeed Limited was submitted post year end and the company was struck off 3 February 2026.

Pensions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 6. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 AUGUST 2025

1. Donations

	Unrestricted funds £	Restricted funds £	2025 £
Donations	107,899	–	107,899
Grants	1,090,060	3,040,422	4,130,482
2025 Total funds	**1,197,959**	**3,040,422**	**4,238,381**

	Unrestricted funds £	Restricted funds £	2024 £
Donations	21,730	–	21,730
Grants	794,486	2,530,895	3,325,381
2024 Total funds	**816,216**	**2,530,895**	**3,347,111**

2. Income from charitable activities

	Unrestricted funds £	Restricted funds £	2025 £
Programmes:			
Halton Lea	–	506,337	506,337
Northwood	–	541,713	541,713
Norfolk	–	666,483	666,483
Sefton (Linacre)	–	228,085	228,085
St Helens (Parr)	–	222,899	222,899
Rochdale	–	384,856	384,856
Tameside	–	165,141	165,141
Speke	–	100,000	100,000
Total	**–**	2,815,514	**2,815,514**

	Unrestricted funds £	Restricted funds £	2024 £
Programmes:			
Halton Lea	–	438,404	438,404
Northwood	–	405,638	405,638
Norfolk	–	674,968	674,968
Sefton & St Helens	–	180,494	180,494
Rochdale	–	332,579	332,579
Tameside	–	282,913	282,913
Other	–	128,400	128,400
Total	**–**	2,443,396	**2,443,396**

3. Expenditure on charitable activities

	Activities undertaken directly £	Support costs £	2025 £
Programmes:			
Blackpool Pathways	84,001	32,318	116,319
Blackpool YFF	498,436	60,472	558,908
Halton Lea	543,662	113,635	657,297
Northwood	754,419	171,693	926,112
Cradle to Career	649,707	157,649	807,356
Norfolk	640,083	159,971	800,054
Sefton (Linacre)	360,477	67,022	427,499
St Helens (Parr)	324,273	60,541	384,814
Rochdale	471,545	84,213	555,758
Tameside	147,335	20,000	167,335
Speke	89,233	21,652	110,885
Advocacy and Communicating our work	280,420	46,632	327,052
Place Matters*	270,520	–	270,520
Total	**5,114,111**	**995,798**	**6,109,909**

	Activities undertaken directly £	Support costs £	2024 £
Programmes:			
Blackpool	281,312	45,387	326,699
Halton Lea	473,087	50,432	523,519
Northwood	551,226	100,863	652,089
Cradle to Career	676,933	115,993	792,926
Norfolk	497,113	100,863	597,976
Sefton & St Helens	163,354	75,647	239,001
Rochdale	305,793	63,039	368,832
Tameside	191,000	52,953	243,953
Advocacy and Communicating our work	159,898	34,048	193,946
Place Matters	222,601	–	222,601
Data Projects	49,645	17,286	66,931
Total	**3,571,962**	**656,511**	**4,228,473**

*During the 2024/25 year, Place Matters became its own legal entity and at this point Place Matters funds of £121,472 held by Right to Succeed were transferred as a grant to the new legal entity. The payment of this grant is included in the £270,520.

4. Support costs

	Raising funds £	Programmes £	Data Projects £	Communicating our work £	2025 £
IT and communications	5,774	83,721	–	5,774	95,269
Financial administration	6,456	93,615	–	6,456	106,527
Governance (note 5)	4,649	104,602	–	4,649	113,900
Other staff costs	20,447	585,171	–	24,171	629,789
Other	13,955	82,057	–	5,582	101,594
Total	**51,281**	**949,166**	**–**	**46,632**	**1,047,079**

	Raising funds £	Programmes £	Data Projects £	Communicating our work £	2024 £
IT and communications	9,185	51,268	1,410	2,777	64,640
Financial administration	12,127	67,686	1,861	3,666	85,340
Governance (note 5)	8,797	70,765	1,350	2,660	83,572
Other staff costs	44,999	360,121	8,100	22,100	435,320
Other	37,514	55,337	4,565	2,845	100,261
Total	**112,622**	**605,177**	**17,286**	**34,048**	**769,133**

All support costs are allocated based on staffing on each activity.

The increase in 2025 is due to the increase in the number of programmes and the increase in the number of support staff to service those programmes.

5. Governance costs

	2025 £	2024 £
Audit fee	17,400	16,800
Audit Fee Under accrued prior year	1,850	6,562
Legal fees	1,860	1,800
Trustee meetings and travel	2,688	4,967
Other Professional Fees	25,165	4,686
Insurance	6,929	4,557
Staff costs	58,008	44,200
Total	**113,900**	**83,572**

6. Employee and key management remuneration

Summary

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	2,034,918	1,686,014
Social security costs	239,122	184,317
Pension contributions	130,009	130,661
Total	**2,404,049**	**2,000,992**

Staff numbers

The average number of staff employed during the year on a headcount basis was 47.1 (2024 – 39.2). The average number of employees during the year, calculated on a full-time equivalent basis (FTE), analysed by function, was as follows:

	2025 £	2024 £
Raising funds	3	2
Charitable activities	31	27
Core management and support	11	10
	45	**39**

Higher paid employees and remuneration of key management personnel

	2025 £	2024 £
£90,001 to £100,000	1	1
£80,001 to £90,000	1	–
£70,001 to £80,000	1	1
£60,001 to £70,000	4	2
Total	**7**	**4**

The key management personnel of the charity are the trustees along with the Senior Executive Team. The trustees do not receive remuneration. The total employee benefits including National Insurance contributions of the key management personnel of the charity were £457,197 (2024 – £447,003). The increase in 2025 is due to salary increases.

No trustee received any remuneration for the period in which they served as a trustee. 9 trustees claimed expenses for the period in which they served as a trustee totalling £2,688 (2024 - 9 trustees claimed expenses totalling £4,967).

The charity purchased trustees' indemnity insurance at a cost of £1,231 (2024 – £1,055) for the year. The policy provides indemnity for the trustees and professional liability to a limit of £2,000,000.

7. Taxation

Right to Succeed CIO is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

8. Debtors

	2025 Total funds £	2024 Total Funds £
Amounts falling due within one year:		
Accounts receivable	12,340	10,882
Prepayments and accrued income	441,801	156,167
Grants Receivable	10,000	793,599
Other debtors	18,454	8,601
	482,595	**969,249**
Amounts falling due in more than one year:		
Prepayments and accrued income	**100,000**	–
Total	**582,595**	**969,249**

Grants receivable comprise:

	2025 Total funds £	2024 Total Funds £
Liverpool City Region	10,000	249,181
Department for Education	–	544,418
Total	**10,000**	**793,599**

9. Creditors: amounts falling due within one year

	2025 Total funds £	2024 Total Funds £
Accounts payable	104,827	108,877
Taxation and Social Security	67,554	1,208
Accruals and deferred income	449,641	159,567
Other creditors	20,557	16,571
	642,579	**286,223**

Movement in deferred income

	£
Deferred income at 1 September 2024	75,000
Income released during the year	(75,000)
Income received and deferred	345,000
Deferred income at 31 August 2025	**345,000**

Deferred income relates to amounts received in August 2025 for programmes commencing September 2025 - National Lottery funding - Parr £87,500, Linacre £87,500 and Speke £25,000. Linbury Trust - Norfolk £70,000. Bernard Lewis Family Charitable Trust - Tameside £75,000.

10. Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations held to be applied for specific purposes:

	At 1 September 2024 £	Income £	Expenditure £	At 31 August 2025 £
Northwood	64,962	962,669	(947,424)	80,207
Halton Lea	(27,404)	708,426	(671,401)	9,621
Blackpool Pathways	5,968	156,000	(120,016)	41,952
Blackpool YFF	–	572,588	(566,112)	6,476
Cradle to Career (North Birkenhead)	220,646	918,184	(825,141)	313,689
Sefton (Linacre)	–	490,365	(435,818)	54,547
St Helens (Parr)	–	437,679	(392,328)	45,351
Norfolk	317,032	738,509	(819,909)	235,632
Speke	–	151,094	(113,571)	37,523
Rochdale	106,786	534,856	(565,377)	76,265
Tameside	4,487	165,141	(169,628)	–
Place Matters	250,096	20,425	(270,521)	–
	942,573	**5,855,936**	**(5,897,246)**	**901,263**

	At 1 September 2023 £	Income £	Expenditure £	At 31 August 2024 £
Northwood	11,597	807,294	(753,929)	64,962
Halton Lea	–	632,041	(659,445)	(27,404)
Blackpool	2,501	356,351	(352,884)	5,968
Cradle to Career (North Birkenhead)	89,827	972,367	(841,548)	220,646
Sefton & St Helens	13,300	230,494	(243,794)	–
Norfolk	189,293	764,967	(637,228)	317,032
Rochdale	–	492,579	(385,793)	106,786
Tameside	–	282,913	(278,426)	4,487
Capacity Building – other grants	–	51,886	(51,886)	–
Place Matters	89,297	383,399	(222,600)	250,096
	395,815	**4,974,291**	**(4,427,533)**	**942,573**

Northwood Cradle to Career is funded by Liverpool City Region, the Steve Morgan Foundation, UBS Optimus Foundation, SHINE Trust, Bank of America and by The National Lottery Community Fund. Funds held at year end will be applied in 2025/26.

Halton Lea Cradle to Career is funded by Liverpool City Region, A & O Shearman Pilkington Charities Fund, the Steve Morgan Foundation, UBS Optimus Foundation, SHINE Trust and by The National Lottery Community Fund. Funds held at year end will be applied in 2025/26.

Blackpool Pathways is funded by Mark Chantler, Stone Family, John Laing Charitable Trust and the Dulverton Trust. Funds held at year end will be applied in 2025/26

Blackpool Connected Futures is funded by Youth Futures Foundation. Funds held at year end will be applied in 2025/26.

10. Restricted funds (continued)

North Birkenhead is funded by the Steve Morgan Foundation, UBS Optimus Foundation and SHINE Trust. Funds held at year end will be applied to delivery of Year 6 of the programme in 2025/26.

Linacre (Sefton) Cradle to Career is funded by Liverpool City Region, the Steve Morgan Foundation, UBS Optimus Foundation and The National Lottery Community Fund. Funds held at year end will be applied in 2025/26.

Parr (St Helens) Cradle to Career is funded by Liverpool City Region, the Steve Morgan Foundation, UBS Optimus Foundation and The National Lottery Community Fund. Funds held at year end will be applied in 2025/26.

Speke Cradle to Career is funded by Liverpool City Region, the Steve Morgan Foundation, UBS Optimus Foundation and The National Lottery Community Fund . Funds held at year end will be applied in 2025/26.

Central Great Yarmouth's NRthirty Programme is funded by John Laing Charitable Trust, Henry Oldfield Trust, Norfolk PCC, The Youth Endowment Fund and The National Lottery Community Fund. Funds held at year end will be applied in 2025/26.

Rochdale and Tameside Education Projects are funded by John Laing Charitable Trust, the Garfield Weston Foundation and The Department for Education. Funds held at year end will be applied in 2025/26.

Place Matters is a venture resulting from Project Place, a project managed by Right to Succeed from 2020/21 to develop the idea of a centre for place-based change in the UK. Place Matters is delivered by a self-employed team and has been incubated by Right to Succeed and has been treated as a restricted programme for which the trustees are accountable and all income and expenditure relating to it have been recorded as restricted. During the 2024/25 year, Place Matters became its own legal entity and at this point Place Matters funds of £121,472 held by Right to Succeed were transferred as a grant to the new legal entity.

11. Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	At 31 August 2025 £
Fund balances at 31 August 2025 are represented by:			
Current assets	3,714,841	1,433,711	5,148,552
Creditors: amounts falling due within one year	(110,131)	(532,448)	(642,579)
	3,604,710	**901,263**	**4,505,973**

	Unrestricted funds £	Restricted funds £	At 31 August 2025 £
Fund balances at 31 August 2024 are represented by:			
Current assets	2,787,514	1,144,270	3,931,784
Creditors: amounts falling due within one year	(84,526)	(201,697)	(286,223)
Total net assets	**2,702,988**	**942,573**	**3,645,561**

12. Operating lease commitments

At 31 August 2025, the charity's future minimum lease payments under non-cancellable operating leases were as follows:

	2025 £	2024 £
Amounts due:		
Within one year	**72,263**	**31,464**
Within 2-5 years	**36,442**	**–**

13. Related party transactions

The aggregate amount of donations received in the year from related parties was £nil (2024 – £nil).

During the year, a payment of £121,472 was made to Place Matters, a charity of which Right to Succeed's CEO Graeme Duncan is a trustee and co-founder.

14. Liability of members

The charity is constituted as a charitable incorporated organisation. In the event of the charity being wound up members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

LEGAL AND ADMINISTRATIVE INFORMATION

Registered office

Colony
5 Piccadilly
Manchester
M1 3BR

Charity registration number

1160886

Auditor

Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Bankers

Lloyds Bank PLC
25 Gresham Street
London
EC2V 7HN

Solicitors

A&O Shearman
One Bishops Square
London
E1 6AD

Objects

The objects of the charity are to advance for the public benefit any purpose or purposes which are exclusively charitable under the laws of England and Wales as the trustees from time to time see fit with a non-exclusive focus on the education of young people, particularly those from disadvantaged communities including, without limitation by providing educational support to such young people; and providing support to individuals and organisations advancing the education of such people.



INDEPENDENT AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF RIGHT TO SUCCEED CIO

Opinion

We have audited the accounts of Right To Succeed CIO (the 'charity') for the year ended 31 August 2025 which comprise the statement of financial activities, the balance sheet, the statements of cash flows, principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- give a true and fair view of the state of the charity's affairs as at 31 August 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Annual Report and Accounts, including the trustees' report, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the accounts; or
- sufficient accounting records have not been kept; or
- the accounts are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including 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), the Charities Act 2011;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of the trustee meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with the Charity Commission and other regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott Audit LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 22nd April 2026

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

No single organisation can solve complex social problems on their own.

But, together we can.

Charity Registration Number
1160886

RIGHT TO SUCCEED

Right to Succeed CIO

England & Wales - Charity number 1160886

Accounts



ANNUAL REPORT & ACCOUNTS 2023/24

In this report

Welcome

Impact

2025 & Beyond

Structure & Governance

Financial Review

Annual Accounts

Legal & Administrative

Independent Auditor’s Report

Welcome

Welcome to Right to Succeed's 2023/2024 Annual Report & Accounts, in this report we share our story, our impact and our progress for the last year.

We reflect on the performance of the final year of our **3 year organisation strategy,** and unveil a summary of our brand new **5 year strategy** highlights for 2024 and beyond.

To hear directly from children, young people, partners and families about the impact our work has had on them, visit the Impact Report 2023/24 or select a downloadable programme review, to deep dive into our progress in education, community and family services in the regions.



A MESSAGE FROM OUR CHAIR



As chair of the charity, I'm delighted to present the following report as a summary of the what the charity, its partners and communities have achieved in 2023/24.

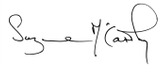
The scale and breadth of impact that we are seeing across our communities is a huge credit to all those involved in trying to improve the outcomes for children and young people and families. We are massively indebted to the funders and commissioners that bravely backed our community led approach to change.

This impact has led to significant demand for the charity's work, with the organisation growing quickly and expanding into further areas, as it presents a vision of a more effective way of making change at a time when our country is having to face up to a significant deficit that is putting huge strain on our public sector services.

The Trustees have therefore worked with the executive to set a bold 5 year strategy for the charity that focuses on creating an unignorable critical mass of communities that are defining and delivering the change they need and want, demonstrating that community led change should become the norm rather than the exception.

On behalf of our Trustees, I hope you enjoy reading about the work of the charity.

Yours Sincerely



SUZANNE McCARTHY

Chair, Right to Succeed

A MESSAGE FROM OUR CEO



2023/24 has been a year of significant growth for Right to Succeed, with us now serving 10 communities in the bottom 5% of the indices of multiple deprivation, impacting over 50,000 children and young people. This has seen our team and 179 local partners working together to meet the priorities set by these incredible communities. These partners are exceptional. Each community we serve has a completely unique set of partners from across education, community and public services that have worked to adapt their approach and their offer to the needs and wants of the community.

The challenge for us is to work to bring partners together to form a collective approach when the partners have so often been made to compete with each other, whether it's for pupil/beneficiary numbers or funding/commissioning. So it brings a constant sense of joy to see how willing our partners are to work collectively to meet the priorities set by our communities. As Suzanne has mentioned, demand for our work, and community led change is scaling more generally and is growing quickly.

This raises the level of responsibility that we feel at Right to Succeed to continue to ensure that the quality of our work is constantly improving, making the case that this approach to change should become first choice when seeking to improve future outcomes for children and young people.

Yours Sincerely

GRAEME DUNCAN

CEO, Right to Succeed

CREATING A FAIRER FUTURE

OUR STORY

Right to Succeed started in March 2015, as an organisation focused on the delivery of education programmes to improve literacy for children and young people, believing that literacy is the key to accessing the whole curriculum to improve future opportunities for those living in generational poverty. Over the last nine years working within different community settings our programme focus has developed and expanded along with our research and key learning. We now deliver programmes for children, young people, families and communities that focus on collective working across education, youth offers, and community offers.

OUR VISION

Every community is a strong and cohesive place where every child is supported to succeed

OUR MISSION

To support communities to collectively define, deliver and sustain the change they need and want for their children, young people and families.

Our Values

Collaboration

We drive collaboration in everything we do, supporting our colleagues and partners to work better together by pooling resources, learning and experise.

Commitment

We are committed to achieving only the best in the long-term for the children, young people and communities that we serve.

Curiosity

We ask questions,
listen hard,
and expect to be surprised by what we find.

Integrity

All our work is guided by our values and mission; we are willing to have difficult conversations to ensure this, and use clear processes and decision-making mechanisms to hold ourselves accountable.

Humility

We understand that the communities we work with are the key to developing solutions, and we are constantly learning from them.



About us

This year our work in 7 delivery programmes* led to **859 activities**, and the consultations within our three discovery programmes** gave us the opportunity to engage with over **2,277 children and young people, 188 adult residents and 35 practitioners** to ensure their voices were heard, to inform a bespoke programme for their community and begin our collective journey towards sustainable change.

We measure impact at three levels



*Delivery programme: A 3+ year programme to deliver the interventions and recommendations set during the Discovery programme.
**Discovery Programme: A 6-12 month programme to research the requirements of a potential programme area.

How we work

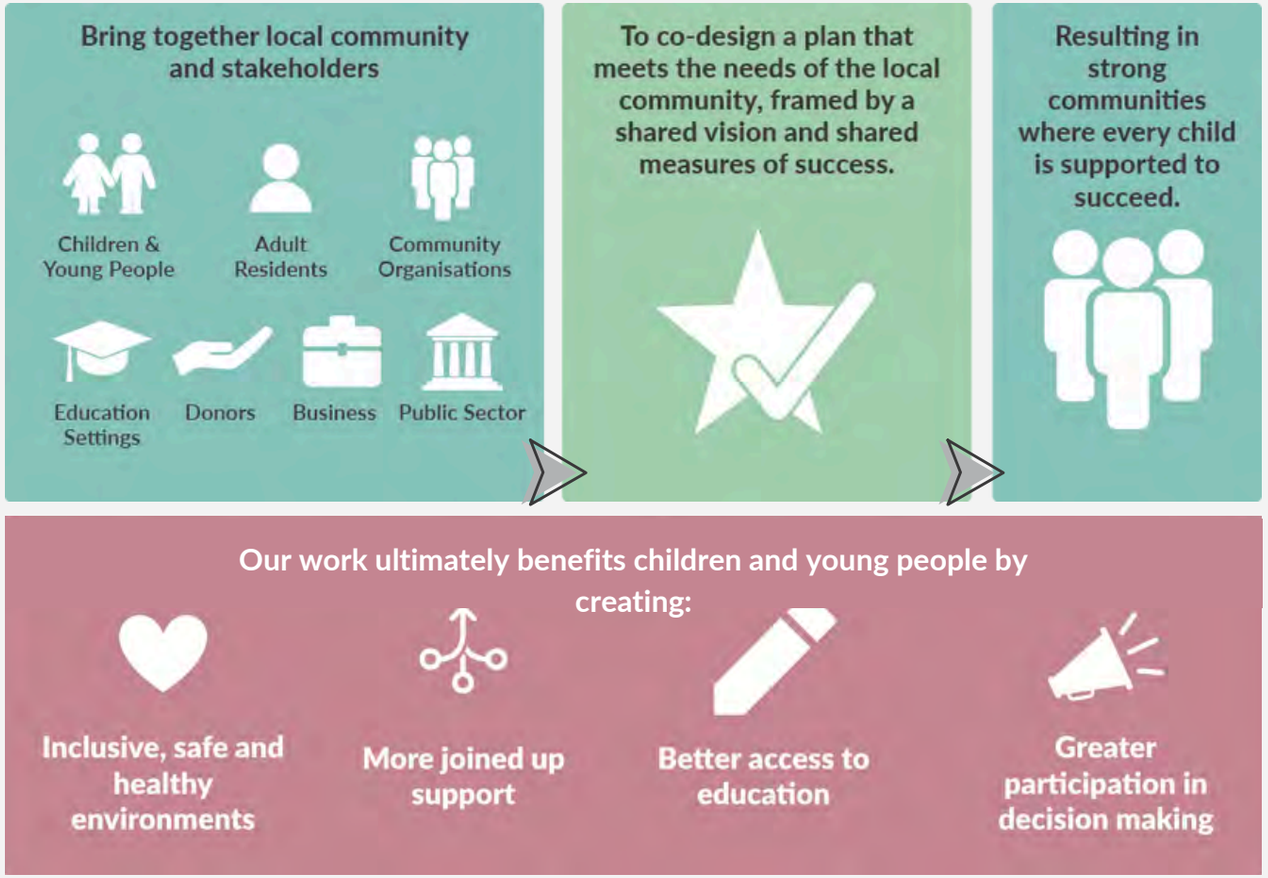
Who We Are

Right to Succeed supports communities in areas of high deprivation to work collectively to give children and young people the best start in life.

What We Do

We bring together residents, professionals and decision-makers to co-design a 3-5 year programme that is bespoke to the needs of the local community. We call this community-led change.

Together with local residents, professionals and leaders we:



Our Role

in Place-based Change Programmes

We are the backbone support organisation, working to help communities create sustainable place-based change. As the backbone we provide all of the following:



We establish the principles of place based change.

It's important to fully understand the community, and then build trust and consensus upon priorities and the way forward.
We believe in place-based change should be research informed, locally led and sustainably designed.

We work with the community through a robust change process

The approach to change should be underpinned by foundations of effective practice, but flexible to the unique local context.
We apply a collective impact method to work towards the shared measures of success and continually evaluate and refine our approach.

We build and strengthen partnerships

Place-based change requires a significant number of effective partnerships across the public, private and community sectors.
We work with local and national partners to secure long-term commitments, develop collaborative solutions and build capacity locally.

We work to influence the balance of power in decision making

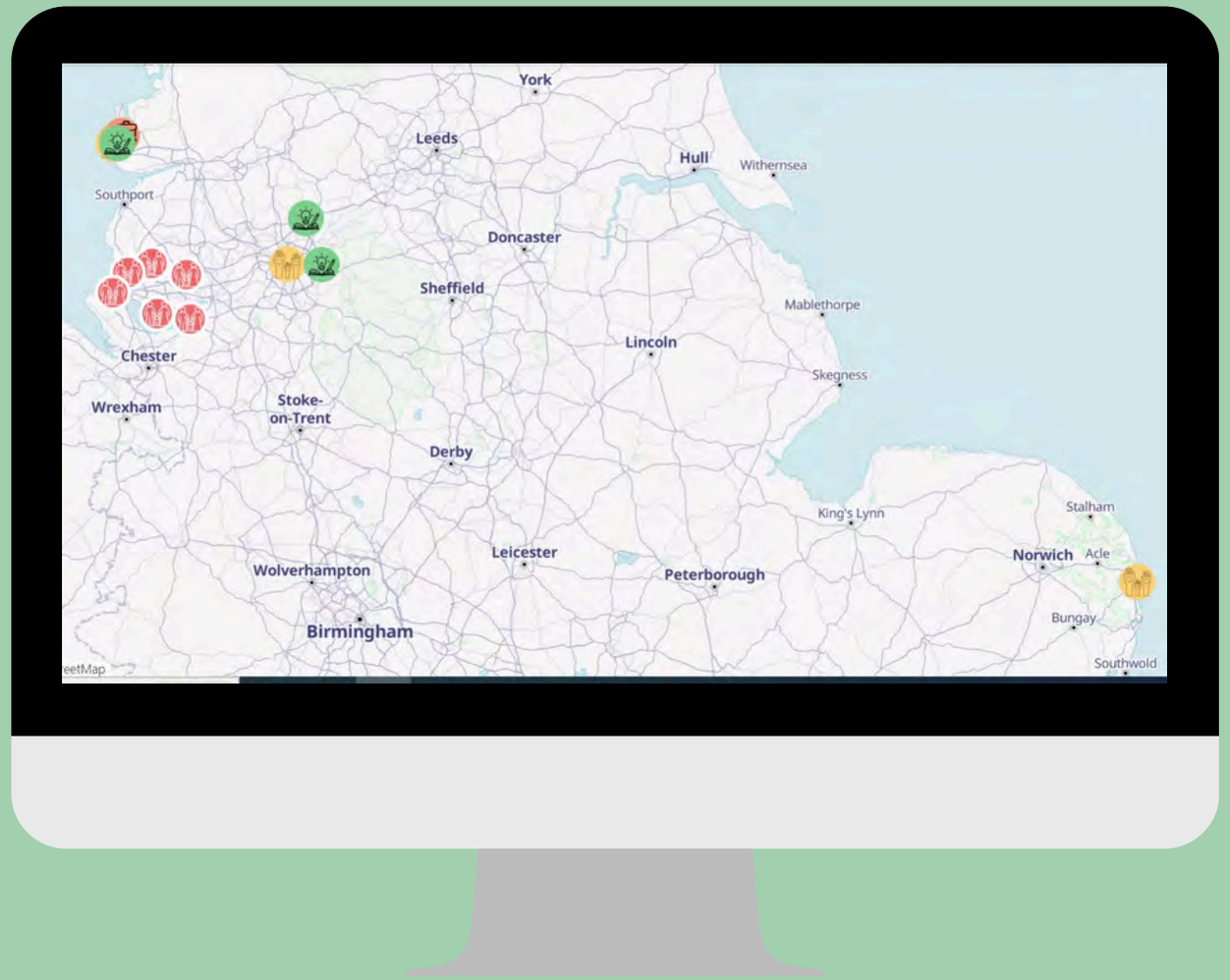
For place-based change to be sustainable, the community and young people need to be active participants in the decisions that affect them.
We support local people to achieve the change they need, establishing governance structures that increase community participation in decision making.

Where we've worked

Right to Succeed runs two different types of programme, with decisions on the approach being made based on the size, scope and need within an area. These are:

Cradle to Career programmes are local community based, usually within an area with less than 10K residents. Delivering across multiple themes such as Education, Youth Inclusion - Training and Employment, Youth Services and Family Support.

Thematic programmes operate across a larger area - e.g a whole local authority. Focusing on a particular theme of literacy, inclusion, post-16 education and employment.



Impact



OUR YEAR IN NUMBERS

This year the organisation has achieved progress in all areas of delivery as well as growing our partnerships across our programmes. We are committed increasing our impact and the numbers below are the impact statistics.



13,109

Children and young people received or accessed interventions



39,693

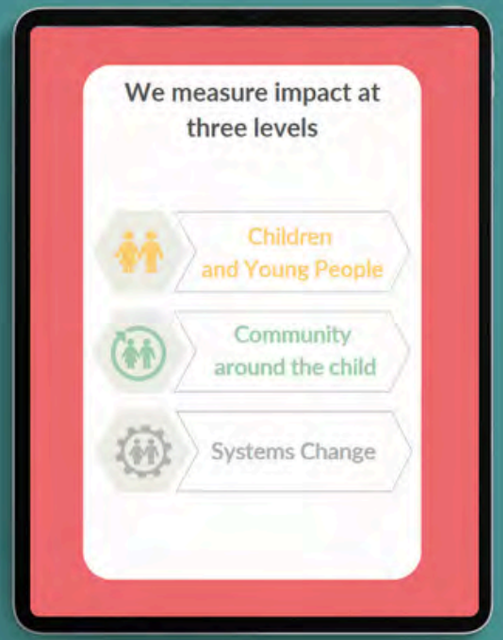
Children and young people were assessed or supported through school training interventions
(directly and indirectly)



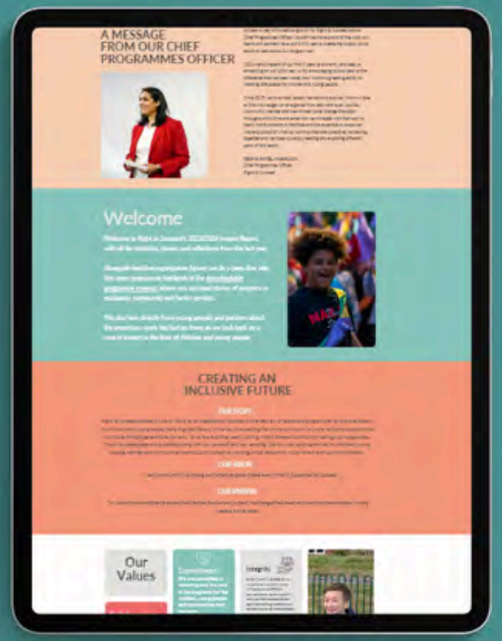
52,802

Total number of children and young people that benefitted from delivery programmes this year

OUR IMPACT 2023/2024







RIGHT TO SUCCEED

[Read now](#)

PROGRAMME IMPACT REVIEWS

Cradle to Career Halton Lea	Download
Cradle to Career North Birkenhead	Download
Cradle to Career Northwood	Download
KS3 Literacy Tameside	Download
NRThirty Central Great Yarmouth	Download
Pathways for All Blackpool	Download
Raising Rochdale Inclusion	Download



3 Year Strategy FY21-24 Review



Our 3 Year Strategy came to a close on August 31st 2024. Over the last 3 years Right to Succeed embarked on a journey of growth and change.

We've added more workstreams to our delivery programmes and continued to evolve as our communities' needs changed, and we have constantly refined our practices throughout this strategy cycle to ensure we share the very best knowledge from the experiences we have had.

Our impact archive has more than doubled since 2021 and we are proud to showcase our incredible communities and the outcomes of the strategic priorities we have implemented to deliver our initial vision and mission.

Reflecting on the last year below is a summary of the progress made in each department in 23/24.

Finance & Governance

Performance to 31st August 2024

As the current uncertain economic climate continues, it is important that we provide certainty for communities and local partners that we support. Therefore, the Trustees have set our reserves policy to having 4.5 months of next years' planned budget in reserve by the start of that financial year to support charity growth. We have reached that target for the 2024/25 financial year, and are on track to have reached that target in time for the 2025/26 year.

Programmes

Performance to 31st August 2024

In 2023/24 we worked in 9 communities, with delivery programmes in 7 communities including 3 programmes operating across Liverpool City Region, 2 in Greater Manchester, 1 in Blackpool and 1 in Central Great Yarmouth. During 2023/24 we completed 2 discovery programmes, successfully leading to delivery funding in Sefton and St. Helens. This year also saw feasibility work ahead of a new discovery programme in Speke, further adding to our work across the Liverpool City Region.

People

Performance to 31st August 2024

During 2023/24 we stabilized our staff teams, ensuring we provided capacity in both our programmes teams and core functions and ended the year with a headcount of 41. Significant growth in people is planned for 2024/25 along with investment in our internal Learning & Development.

Fundraising

Performance to 31st August 2024

We are incredibly privileged to have the supporters we have, and 2023/24 has seen another significant growth in income for the charity to almost £6m from a range of sources including philanthropic, statutory, and individual donors. The appetite to support community led change is continuing to grow and we are very fortunate to be able to bring such support to our communities.

Partnerships

Performance to August 31st 2024

The impact being achieved by our communities is delivered by an incredible of array of partners who broadly cover community, education and public sector service delivery. In the last year we have worked with 179 partners, and we expect this to rise to over 500 in the next 5 years. 74% of the total funds and co-commissioning we have raised is spent with these amazing partners.

2025 & Beyond



5 Year Strategy FY24-29

Where we are

In March 2025, Right to Succeed will be 10 years old. The charity's journey to this point has seen us be constantly inspired and humbled by the amazing residents, professionals and leaders living and working in communities facing the greatest multiple deprivation. We have learned so much from them and the work we have done together over these 10 years.

With this inspiration and learning in mind, our trustees asked us to set a bold 5 year strategy that would see us continuing to put more and more communities in control of defining and delivering the change they need and want, and making a stronger and stronger case for the wider system to allow collective, community-led approaches to social change to become the norm, rather than the exception. Our 5 year Strategy is explained in the following pages.

Strategic Framework

We have been fortunate to have the support of Sarah Shapcott from Bain & Company, who supported us with the development of this strategy. With her support, we have structured our strategy in the following way:



Strategy FY24 - 29 Summary

Ambition

Vision: Every community is a strong and cohesive place where every child is supported to succeed.

Mission: To support communities to collectively define, deliver and sustain the change they need and want for their children, young people and families.

Where we will focus

Programme Growth & Regional Reach

By 2029 we will reach twice the communities we do today, going from 10 to 20 communities. To do this we will establish a new regional model of delivery, seeking to broaden and deepen our work in existing regions, whilst expanding to 2 further regions.

Broadening our Thematics

We will scale our Cradle to Career and existing thematic work (literacy, inclusion, EET). We will broaden our range of thematic programmes to meet the demand from our communities, improving our coverage of the 7 IMD factors (income, employment, education, health, crime, housing, living environment).

Sustaining Impact

We will develop a support offer by September 2026 to enable our communities to sustain collective working for the long term. This will lead to creating a network of Collective Communities that continue to work together to deliver the change their communities need and want.

Influencing Change

We will decide by September 2025 if we will work to develop a collective approach with key partners to creating wider system change. The focus would be on amplifying the voice of our communities, and arguing for them to have the right to define, deliver and sustain the change they need and want.

Enabling Local Backbones

For community led change to become more prevalent, more organisations will need to step into the backbone role. We will consider if we start to support other organisations to step into the backbone role in 2026/27.

What we will need to succeed

Being Locally Led

We will continually improve our practice and programme design by leveraging the learnings from our local communities and partners.

Building Partnerships

We will continue to learn from and build the capacity of our 200+ partners across the realms of local delivery, funding, monitoring & evaluation, learning and influencing. We will do this through connecting the learning from our communities and like-minded partners.

Measuring Outcomes and Impact

We will continue to develop our approach to monitoring, evaluating and communicating outcomes and impact for our children & young people, families and communities. We will also develop an approach to measuring impact at local, regional and national system level.

Our Team

We will grow and develop our staff team including introducing a formalised Learning & Development offer and investing in the key systems they need to do their work effectively. We will work with our trustees to ensure we have the breadth of skills and voice we need.

Our Funding

We will broaden our mix of funding across philanthropy, statutory funding, commissioning & co-commissioning, and consider what role social investment and campaign based fundraising could play.

How we will measure success

Scale and Reach

Scale to 20 communities across 5 regions and support 7 of our current 10 communities to sustain collective working for the long term.

Breadth of solutions

Meet a broader set of priorities from our communities, operating across the full range of factors driving multiple deprivation.

Outcomes & Impact

Improve the scale, breadth and communication of impact being achieved by our communities and be able to demonstrate the impact being achieved at local, regional and national system level.

Partnership

Grow our partnership base to 500+ partners who recommend us as a partner of choice and are able to demonstrate the capacity they have gained from their partnership with us.

Our Team

Be considered an employer of choice with the systems, support and learning & development in place that our team need to be successful in their work with us and in their careers beyond.

Funding

Further broaden our funding sources, growing direct income to over £16million, giving our communities the resource they need to deliver their change.

Structure & Governance



Constitution

Right to Succeed was established as a Charitable Incorporated Organisation (CIO) with the Charity Commission England on 13 March 2015. The CIO's constitutional documents are its Articles of Association.

Organisation

Trustees can be appointed by ordinary resolution of the members.

The Trustees of the charity are given information on the roles and responsibilities of trustees of a UK charity and are invited to attend regular Trustee Training Workshops run by Buzzacott LLP and Bates Wells LLP. Trustees are regularly updated on Charity Commission best practice.

On becoming a Trustee, each Trustee goes through an induction process which includes meeting key members of the executive and reading core documents detailing our work and future plans.

Each Trustee aims to visit the work in schools or similarly informative events on the ground at least once a year.

The Trustees, who served throughout the financial year, except as stated below, were as follows:

Trustee	Appointed	Term Ended or Resigned
Ms Suzanne McCarthy (Chair)		
Ms Debi Bailey		
Ms Holly Baxter		
Mrs Alita Benson		10th October 2024
Ms Sarah Dembitz		
Ms Arshmeena Durrani		
Ms Julia Grant		
Ms Catherine Hodges		
Mr Michael Wells		

Key Management Personnel

The trustees consider that they comprise the key management personnel of the charity along with the Senior Management Team, which in 2023/24 was composed of the following individuals:

Key Personnel	Role
Graeme Duncan	Chief Executive Officer
Paul O'Neill	Deputy CEO
Rekha Patel-Harrison	Chief Programmes Officer
Abbie Maher	Director of HR and Operations

Remuneration of the Chief Executive is set by the board. Remuneration of other senior managers is set by the Chief Executive and reviewed by the Finance Committee on behalf of the board.

Trustees' Responsibility Statement

The Trustees are responsible for preparing the Trustees' report and account in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and Wales requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that year.

In preparing these accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations and the provisions of the charity's constitution. 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 accounts may differ from legislation in other jurisdictions.

Risk Management

The Trustees have reviewed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity and its finances. The Trustees review the measures in place and establish policies, systems and procedures to minimise or manage any potential impact on the charity should those risks materialise. The principal risks and their main mitigations are as follows:

Strategic Risk

As our programmes grow in number and size we need to maintain the quality of what we deliver and build a sustainable future. We have a robust decision making process for new opportunities to ensure we understand and can manage the risks around funds, capability, capacity and stakeholders. We are considering what a long- term approach sustainable to collective working in a community could look like as part of our 5-year strategy.

Impact Risk

Our programmes span multiple years and by their nature, the desired outcomes are subject to a number of variables. We need to be able to demonstrate our impact to secure funding and to attract new programmes. All programmes apply our data driven Impact Measurement Framework and new programmes will have specific measurable outcomes that are baselined. We will continue to develop this framework, learning from existing programmes and working with funders to ensure the profile of our impact is understood.

Delivery Risk

Planning and budgeting programmes over multiple years is challenging. Our methodology includes extensive pre-discovery and discovery work to ensure programmes are scoped properly, roles and responsibilities are understood and budgets and plans are realistic. Programme plans and risk registers are reviewed regularly.

Our team, whilst growing, is small and does not have the capacity to absorb significant absences, attrition or downtime between programmes. Historically, we have not been able to recruit for programmes before funding is secured, often close to the start date. We have invested in staff engagement, and learning and development to support retention, and continue to review recruitment to reduce the burden at critical times.

Funding Risk

The discontinuation of programme funding or insufficient funds to finance our core operations would prevent Right to Succeed from delivering its strategy. We aim to secure full funding in advance for each phase of our programmes and obtain co- commissioning from Local Authorities or similar to ensure local commitment. We regularly engage with commissioners and funders. The Finance Committee regularly reviews funding pipeline status and this is reported to the Board. Trustees are prepared to allocate a reasonable amount of unrestricted reserves when necessary to cover downtime between programmes or funded phases.

Trustees are concerned about the potential impact the high levels of inflation and the anticipated UK recession will have on both our own costs and the impact that this could have on our funders and their funding to us. We will be monitoring short term spend and modelling where increased prices could impact our programmes in the next 12-24 months and building these into our funding applications. We are including the impact of inflation in our conversations with existing funders.

Partner Risk

We rely on third parties to help deliver the programmes; a failure by one or more partners could impact on our delivery and/or reputation. Partnership agreements are in place for all key functions in our programmes. Our partnerships function manages the partner process and coordinates across all programme partnerships.

Other significant risks that the Trustees monitor but consider currently less likely to arise given the mitigating controls in place are:

-Reputational management: Failure to manage serious untoward incidents of any kind resulting reputational damage.
-Data protection breach or a safeguarding concern

Having assessed the major risks, the Trustees are satisfied that the charity has taken actions to mitigate these risks to a tolerable level. The presence of regular monitoring of both programme and organisational objectives at Senior Executive and Board level helps identify any early indicators around the risks.

Fundraising

The charity's fundraising is largely focused on engaging with trusts, foundations and other grantmaking institutions. We do receive a small number of donations from individuals but we have not made any fundraising appeals to the general public to date.

The charity is registered with the Fundraising Regulator and undertakes regular reviews of the Regulator's Code of Fundraising Practice, and endeavours to keep abreast of changes in legislation, regulation and best practice in fundraising. The charity received no complaints from donors or members of the public about its fundraising practices this year.

Financial Review



Results for the Year FY23-24

The net income for the year was £1,371,372 (2023 - £438,529). The charity's total income increased by 75% to £5,871,648 (2023 - £3,345,554) which consisted mainly of donations and grants. £4,228,473 of this was spent on charitable activities (2023 - £2,634,392) while £271,803 (2023 - £272,653) was spent on raising income.

The amount of voluntary income raised for the year increased by 39% to £3,347,111 (2023 - £2,412,821) of which £2,530,895 (2023 - £1,510,158) was restricted. £816,216 (2023 - £904,663) of voluntary income raised was unrestricted and was spent on supporting the programmes described above, as well as on design and planning of the programmes for future periods, fundraising and our core costs of running the organisation.

Due to a delayed start to our delivery in our new programmes our restricted funding carried forward has increased to £942,573 (2023 - £395,815). The delivery will take place over the remainder of the programmes funding period.

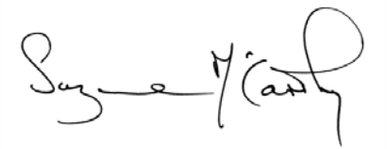
Reserves policy and financial position

The charity maintains an unrestricted reserve from which core and programme activities are funded in line with the approved annual plan and budget. As at 31 August 2024 the charity had a total reserve of £3,645,561 (2023 - £2,274,189) and unrestricted reserves of £2,702,988 (2023 - £1,878,374).

The reserves policy, set in June 2023, sets out that the charity aims to have a total reserve of between 3-6 months of total expenditure at any time, with the charity aiming to finish any financial year with 4.5 months of reserve when compared to the budget if the charity is to take on further growth in the next financial year.

The charity also seeks to ensure that its unrestricted reserve never falls below 3 months of the charity's annual salary costs.
The range is currently calculated as £1.82m to £3.64m based on the 2024/25 approved budget and plan. The current level of total reserve falls within this range, and the charity is significantly ahead of its unrestricted reserve target, so trustees are comfortable with the charity taking on further growth in 2024/25.

Approved by the trustees and signed on their behalf by:



Suzanne McCarthy
Chair of Trustees
Approved by the trustees on 11th March 2025

Statement of financial activities

Year ended 31 August 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	Unrestricted funds £	Restricted funds £	2023 Total funds £
Income from:							
Donations	1	816,216	2,530,895	3,347,111	904,663	1,510,158	2,414,821
Charitable activities	2	—	2,443,396	2,443,396	—	911,856	911,856
Investment Income		58,614	—	58,614	18,561	—	18,561
Other income		22,527	—	22,527	316	—	316
Total income		**897,357**	**4,974,291**	**5,871,648**	**923,540**	**2,422,014**	**3,345,554**
Expenditure on:							
Raising funds		13,092	258,711	271,803	272,633	—	272,633
Charitable activities	3	59,651	4,168,822	4,228,473	149,606	2,484,786	2,634,392
Total expenditure		**72,743**	**4,427,533**	**4,500,276**	**422,239**	**2,484,786**	**2,907,025**
Net income (expenditure) for the year and net current movement in funds		**824,614**	**546,758**	**1,371,372**	**501,301**	**(62,772)**	**438,529**
Reconciliation of funds							
Fund balances brought forward at 1 September 2023		**1,878,374**	**395,815**	**2,274,189**	**1,377,073**	**458,587**	**1,835,660**
Fund balances carried forward at 31 August 2024		**2,702,988**	**942,573**	**3,645,561**	**1,878,374**	**395,815**	**2,274,189**

All of the charity's activities derived from continuing operations during the above financial periods.

The charity has no recognised gains and losses other than those shown above.

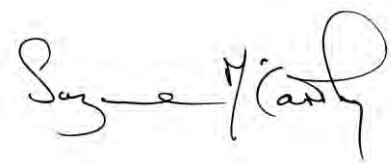
Balance Sheet

As at 31 August 2024

Company number 08689873

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets	8		–		–
Current assets					
Cash at bank		**2,962,535**		2,200,056	
Debtors	9	**969,249**		342,815	
		3,931,784		2,542,871	
Creditors: amounts falling due within one year	10	**(286,223)**		(268,682)	
Net current assets			**3,645,561**		2,274,189
Total net assets			**3,645,561**		2,274,189
The funds of the charity					
Funds and reserves					
Unrestricted funds		**2,702,988**		1,878,374	
Restricted funds	11	**942,573**		395,815	
Total funds			**3,645,561**		2,274,189

Trustee



Suzanne McCarthy
Chair of Trustees

Approved on

11.03.2025

Statement of cash flows
Year ended 31 August 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	**762,479**	242,699
Change in cash and cash equivalents in the year		**762,479**	242,699
Cash and cash equivalents at 1 September 2023	B	**2,200,056**	1,957,357
Cash and cash equivalents at 31 August 2024	B	**2,962,535**	2,200,056

Notes to the statement of cash flows for the year to 31 August 2024.

A Reconciliation of net movement in funds to net cash provided by operating activities

	2024 £	2023 £
Net movement in funds (as per the statement of financial activities)	**1,371,372**	438,529
Adjustments for:		
Depreciation charge	**—**	998
Increase in debtors	**(626,434)**	(97,548)
Increase (decrease) in creditors	**17,541**	(99,280)
Net cash provided by operating activities	**762,479**	242,699

B Analysis of cash and cash equivalents

	2024 £	2023 £
Cash at bank and in hand	**2,962,535**	2,200,056
Total cash and cash equivalents	**2,962,535**	2,200,056

No separate statement of changes in net debt has been prepared as there is no difference between the movements in cash and cash equivalents and movement in net cash (debt).

Principal accounting policies
Year ended 31 August 2024

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation
These statutory financial statements have been prepared for the year ended 31 August 2024.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement
Preparation of the financial statements requires the trustees to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- Allocation of support costs based on estimated staff time spent on each activity; and
- Estimating the value of donated services.

Principal accounting policies
Year ended 31 August 2024

Assessment of going concern
The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect of a period of one year from the date of approval of these financial statements.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 August 2025, the most significant area that affects the carrying value of the assets held by the charity is the level of donations income achieved (see the risk management section of the trustees' report for more information).

Principal accounting policies
Year ended 31 August 2024

Income
Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, income received from local/national government for delivery of charitable activities, investment income and other income.

Donations
Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Income from charitable activities
This includes income charged to deliver our charitable services, including contracts and performance-related grants which have conditions that specify the provision of particular services by the charity.

Income from such contracts and grants is recognised to the extent the charity is entitled to receipt based on the services delivered and is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the funder has specified that the income is to be expended in a future accounting period.

Donated services
Services donated include provision of legal advice and specialist consultancy. This is recognised as income in the period in which the advice or service was provided based on the value to the charity, which for the most part is the comparable market value. An equivalent amount is

recognised in the same period as an expense in the relevant section of the Statement of Financial Activities.

Expenditure and the basis of apportioning costs
Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. Expenditure comprises the following:

a. Expenditure on raising funds relates mainly to costs of staff time spent on raising funds and awareness of the organisation and the planned programme activities.

b. Expenditure on charitable activities in deliverance of the objectives set out in the Trustees' report relate mainly to costs of staff time and travel and payments to our collaborative partners.

c. Support costs relate to the costs of governance, IT, finance and other activities involved in managing the organisation. These have been allocated to activities based on estimates of the number of FTE staff engaged in each activity.

Debtors
Debtors are recognised at their settlement amount, less any provision for non-recoverability. They have been discounted to the present value of the future cash payment where such discounting is material. Prepayments are valued at the amount prepaid.

Cash at bank and in hand
Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions
Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are

recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fixed assets

Fixed assets costing £1,500 or more are capitalised on the balance sheet and depreciated on a straight line basis over their useful economic life (UEL).

Class of asset	*UEL*
IT equipment	3 years

Subsidiaries

Right to Succeed CIO has one wholly owned subsidiary, Right to Succeed Limited (company registration 08689873). The subsidiary is currently dormant, and has therefore not been consolidated into these financial statements.

Pensions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 6. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Notes to the financial statements
Year ended 31 August 2024

1 *Donations*

	Unrestricted funds £	Restricted funds £	**2024 £**
Donations	21,730	–	**21,730**
Grants	794,486	2,530,895	**3,325,381**
2024 Total funds	816,216	2,530,895	**3,347,111**

	Unrestricted funds £	*Restricted funds £*	*2023 £*
Donations	*25,145*	–	*25,145*
Grants	*878,668*	*1,510,158*	*2,388,826*
Donated services	*850*	–	*850*
2023 Total funds	*904,663*	*1,510,158*	*2,414,821*

Donated services in 2023 comprised communications advice from Jayne Moore PR.

2 *Income from charitable activities*

	Unrestricted funds £	Restricted funds £	**2024 £**
Programmes:			
- Halton Lea	–	438,404	438,404
- Northwood	–	405,638	405,638
- Norfolk	–	674,968	674,968
- Sefton & St Helens	–	180,494	180,494
- Rochdale	–	332,579	332,579
- Tameside	–	282,913	282,913
Other	–	128,400	128,400
Total	–	2,443,396	2,443,396

	Unrestricted funds £	*Restricted funds £*	*2023 £*
Programmes:			
- *Blackpool*	–	*15,500*	*15,500*
- *Halton Lea*	–	*134,247*	*134,247*
- *Northwood*	–	*103,443*	*103,443*
- *Norfolk*	–	*372,489*	*372,489*
- *Rochdale*	–	*186,074*	*186,074*
- *Sefton & St Helens*	–	*19,503*	*19,503*
Other	–	*80,600*	*80,600*
Total	–	*911,856*	*911,856*

Income from Charitable activities has increased from £911,856 in 2023 to £2,443,396 in 2024. This is due to the addition of 2 new delivery programmes in 2024 and full years for 3 existing programmes which commenced part way through 2023.

Notes to the financial statements
Year ended 31 August 2024

4 *Support costs*

	Raising funds £	Programmes £	Data Projects £	Advocacy and communicating our work £	**2024 £**
IT and communications	9,185	51,268	1,410	2,777	**64,640**
Financial administration	12,127	67,686	1,861	3,666	**85,340**
Governance (note 5)	8,797	70,765	1,350	2,660	**83,572**
Other	82,513	415,558	12,665	24,945	**536,581**
	112,622	605,277	17,286	34,048	**769,233**

	Raising funds £	*Programmes £*	*Data Projects £*	*Advocacy and communicating our work £*	*2023 £*
IT and communications	*5,115*	*39,055*	*3,829*	*6,382*	*54,381*
Financial administration	*8,526*	*32,546*	*3,190*	*5,318*	*49,580*
Governance (note 5)	*9,302*	*39,533*	*3,488*	*5,814*	*58,137*
Other	*45,259*	*149,235*	*15,016*	*25,032*	*234,542*
	68,202	*260,369*	*25,523*	*42,546*	*396,640*

All support costs are allocated based on staffing on each activity.

The increase in 2024 is due to the increase in the number of programmes and the increase in the number of support staff to service those programmes.

5 *Governance costs*

	2024 £	2023 £
Audit fee	**16,800**	9,920
Under accrued 2023 Audit Fee	**6,562**	–
Legal fees	**1,800**	6,852
Trustee meetings and travel	**4,967**	370
Other Professional Fees	**4,686**	–
Insurance	**4,557**	3,861
Staff costs	**44,200**	37,134
	83,572	58,137

6 *Employee and key management remuneration*

Summary

Staff costs during the year were as follows:

	2024 £	2023 £
Wages and salaries	**1,686,014**	1,305,297
Social security costs	**184,317**	141,481
Pension contributions	**130,661**	107,782
	2,000,992	1,554,560

Staff numbers

The average number of staff employed during the year on a headcount basis was 39.2 (2023 – 33.8). The average number of employees during the year, calculated on a full time equivalent basis (FTE), analysed by function, was as follows:

	2024 £	2023 £
Raising funds	**2**	3
Charitable activities	**27**	20
Core management and support	**10**	8
	39	31

Higher paid employees and remuneration of key management personnel

	2024 £	2023 £
£90,001 to £100,000	**1**	–
£80,001 to £90,000	–	1
£70,001 to £80,000	**1**	1
£60,001 to £70,000	**2**	1
	4	3

The key management personnel of the charity are the trustees along with the Senior Executive Team. The trustees do not receive remuneration. The total employee benefits including National Insurance contributions of the key management personnel of the charity were £447,003 (2023 – £401,351). The increase in 2024 is due to salary increases and an additional member of the Executive Team.

No trustee received any remuneration for the period in which they served as a trustee. 9 Trustees claimed expenses for the period in which they served as a trustee totalling £4,967 (2023 - 9 Trustees claimed expenses totalling £370).

The charity purchased Trustees' indemnity insurance at a cost of £1,055 (2023 – £942) for the year. The policy provides indemnity for the Trustees and professional liability to a limit of £2,000,000.

7 *Taxation*

Right to Succeed CIO is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

8 *Fixed assets*

		IT Equipment £
Total cost at 1 September 2023		**5,541**
Disposal of Fixed Assets		**(5,541)**
Total cost at 31 August 2024		—
Accumulated depreciation at 1 September 2023		**(5,541)**
Disposals		**5,541**
Accumulated depreciation at 31 August 2024		
Net book value at 31 August 2023		—
Net book value at 31 August 2024		—

9 Debtors

	2024 Total funds £	2023 Total funds £
Accounts receivable	**10,882**	53,500
Prepayments and accrued income	**156,167**	104,013
Grants Receivable	**793,599**	175,274
Other debtors	**8,601**	10,028
	969,249	342,815

Grants receivable comprise:

	2024 Total funds £	2023 Total funds £
Liverpool City Region	**249,181**	175,274
Department for Education	**544,418**	–
	793,599	175,274

10 Creditors: amounts falling due within one year

	2024 Total funds £	2023 Total funds £
Accounts payable	**108,877**	96,747
Taxation and Social Security	**1,208**	9,093
Accruals and deferred income	**159,567**	148,783
Other creditors	**16,571**	14,059
	286,223	268,682

Movement in deferred income

	£
Deferred income at 1 September 2023	**50,000**
Income released during the year	**(50,000)**
Income received and deferred	**75,000**
Deferred income at 31 August 2024	**75,000**

Deferred income is National Lottery funding received in August 2024 for programmes commencing September 2024. Parr £25,000, Linacre £25,000 and Speke £25,000

11 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations held to be applied for specific purposes:

	At 1 September 2023 £	Income £	Expenditure £	**At 31 August 2024 £**
Northwood	11,597	807,294	(753,929)	**64,962**
Halton Lea	—	632,041	(659,445)	**(27,404)**
Blackpool	2,501	356,351	(352,884)	**5,968**
Cradle to Career (North Birkenhead)	89,827	972,367	(841,548)	**220,646**
Sefton & St Helens	13,300	230,494	(243,794)	—
Norfolk	189,293	764,967	(637,228)	**317,032**
Rochdale	—	492,579	(385,793)	**106,786**
Tameside	—	282,913	(278,426)	**4,487**
Capacity Building – other grants	—	51,886	(51,886)	—
Place Matters	89,297	383,399	(222,600)	**250,096**
	395,815	4,974,291	(4,427,533)	**942,573**

11 *Restricted funds* *(continued)*

	At 1 September 2022 £	Income £	Expenditure £	At 31 August 2023 £
Preventing exclusions (Reach, Big Lottery Fund Grant) - Legacy	*26,695*	*–*	*(26,695)*	*–*
Northwood	*–*	*268,535*	*(256,938)*	*11,597*
Halton Lea	*–*	*209,022*	*(209,022)*	*–*
Blackpool	*12,500*	*360,944*	*(370,943)*	*2,501*
Cradle to Career (North Birkenhead)	*306,860*	*692,449*	*(909,482)*	*89,827*
Wirral Weekenders	*570*	*–*	*(570)*	*–*
Sefton & St Helens	*–*	*69,503*	*(56,203)*	*13,300*
Norfolk	*17,096*	*381,489*	*(209,292)*	*189,293*
Rochdale	*–*	*186,074*	*(186,074)*	*–*
Capacity Building – other grants	*49,769*	*70,371*	*(120,140)*	*–*
Place Matters	*45,097*	*183,627*	*(139,427)*	*89,297*
	458,587	*2,422,014*	*(2,484,786)*	*395,815*

Northwood is funded by Liverpool City Region, Bank of America, the Steve Morgan Foundation and SHINE Trust and by the National Lottery. Funds held at year end will be applied in 2024/25

Halton Lea is funded by Liverpool City Region, Allen & Overy, the Steve Morgan Foundation and SHINE Trust and by the National Lottery. Funds held at year end will be applied in 2024/25

Blackpool is funded by Big Change, Youth Futures Foundation, Stone Family, John Laing and Dulverton Trust. Funds held at year end will be applied in 2024/25

Cradle to Career in Birkenhead is funded by the Steve Morgan Foundation and SHINE Trust. Funds held at year end will be applied to delivery of Year 5 of the programme in 2024/25.

Sefton & St Helens is funded by the Steve Morgan Foundation and SHINE Trust and the National Lottery.

Norfolk is funded by John Laing, Norwich Freemans, The Youth Endowment Fund and The National Lottery. Funds held at year end will be applied in 2024/25.

Rochdale is funded by Rochdale Borough Council, John Laing, KPMG, Garfield Weston and The Department for Education. Funds held at year end will be applied in 2024/25

Tameside is funded by The Department for Education. Funds held at year end will be applied in 2024/25

Capacity Building is funded by a grant from the Fidelity Foundation for development of the charity's programmes, data analysis and evaluation in readiness for expansion to new areas.

11 *Restricted funds* *(continued)*

Place Matters is a venture resulting from Project Place, a project managed by Right to Succeed from 2020/21 to develop the idea of a centre for place-based change in the UK. Place Matters is delivered by a team of consultants and will be incubated by Right to Succeed until it has its own legal entity (expected in the next 12 months). It is treated as a Programme for which the trustees are accountable and all income and expenditure relating to it is recorded as restricted. Any balance of restricted funds will be transferred to the Place Matters entity once it is established.

12 *Analysis of net assets between funds*

	Unrestricted funds £	Restricted funds £	**At 31 August 2024 £**
Fund balances at 31 August 2024 are represented by:			
Current assets	2,787,514	1,144,270	**3,931,784**
Creditors: amounts falling due within one year	(84,526)	(201,697)	**(286,223)**
Total net assets	2,702,988	942,573	**3,645,561**

	Unrestricted funds £	*Restricted funds £*	*At 31 August 2023 £*
Fund balances at 31 August 2023 are represented by:			
Current assets	*1,994,391*	*548,480*	*2,542,871*
Creditors: amounts falling due within one year	*(116,017)*	*(152,665)*	*(268,682)*
Total net assets	*1,878,374*	*395,815*	*2,274,189*

13 *Operating lease commitments*

At 31 August 2024, the charity's future minimum lease payments under non-cancellable operating leases were as follows:

	2024 £	2023 £
Amounts due:		
Within one year	**31,464**	56,514
	31,464	56,514

Notes to the financial statements
Year ended 31 August 2024

14 Related party transactions

The aggregate amount of donations received in the year from related parties was £nil (2023 – £nil).

There were no related party transactions during the year other than disclosed in note 6.

15 Liability of members

The charity is constituted as a charitable incorporated organisation. In the event of the charity being wound up members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Legal & Administrative Information



Legal & Administrative Information

Trustees

Mrs Suzanne McCarthy (chair)
Ms Debi Bailey
Ms Holly Baxter
Mrs Alita Benson
Ms Sarah Dembitz (resigned 10 October 2024)
Ms Arshmeena Durrani
Mrs Julia Grant
Ms Catherine Hodges
Mr Michael Wells

Registered office

Colony
5 Piccadilly Manchester M1 3BR

Charity registration number

1160886

Auditors

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers

CAF Bank
25 Kings Hill Avenue
West Malling
Kent
ME19 4JQ

Solicitors

Allen & Overy
One Bishops Square
London
E1 6AD

Objects

The objects of the charity are to advance for the public benefit any purpose or purposes which are exclusively charitable under the laws of England and Wales as the Trustees from time to time see fit with a non-exclusive focus on the education of young people, particularly those from disadvantaged communities including, without limitation by providing educational support to such young people; and providing support to individuals and organisations advancing the education of such people.



Independent Auditors Report



Independent Auditors Report

Independent auditor's report to the trustees of Right To Succeed CIO

Opinion

We have audited the accounts of Right To Succeed CIO (the 'charity') for the year ended 31 August 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, principal accounting policies and the notes to the accounts.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- give a true and fair view of the state of the charity's affairs as at 31 August 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report and accounts, other than the accounts and our auditor's report thereon.

The trustees are responsible for the other information contained within the annual report. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the accounts; or
- sufficient accounting records have not been kept; or
- the accounts are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including 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), the Charities Act 2011, data protection legislation, anti-bribery, safeguarding, employment, and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and identified
- laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of the trustee meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with the Charity Commission and other regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date 13 March 2025

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

OUR VISION FOR THE FUTURE



Community-led Collective Working

Empowering the community to lead the way in implementing change is what we do best. In the future we will refine the blueprints of our programme successes and support further areas to design and create sustainable change for their own communities.



Improved educational opportunities

We will continue to use assessment tools, and build on our relationships with Research Schools and expert educational leaders. we will continue to provide bespoke training offers to schools and teachers to improve inclusive learning. Using assessment tools to identify the individual needs of children and young people.



Access to local services

We will continue to work collectively in the regions to break-down barriers within communities and improve access and engagement with existing services.
We will facilitate internal communication with local services to ensure collaborative working between teams.


NO SINGLE ORGANISATION CAN SOLVE
COMPLEX SOCIAL PROBLEMS ON THEIR OWN.
BUT TOGETHER, WE CAN.

Right to Succeed CIO

England & Wales - Charity number 1160886

Accounts



RIGHT TO SUCCEED

RIGHT TO SUCCEED ANNUAL REPORT & ACCOUNTS

2022/23

Registered Charity Number: 1160886

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Part 1 Welcome

Birkenhead Park Celebration, The Magic Procession

Letter from our Chair of Trustees



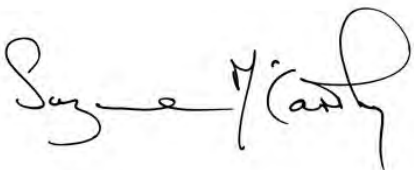
As chair, I'm delighted to present this report demonstrating what the charity and our communities have achieved together in 2022/23.

The present challenges faced by our communities are arguably among the most daunting in recent memory. Over the past couple of decades, they have weathered the credit crunch, austerity measures, the pandemic, and are now grappling with the repercussions of the current cost-of-living crisis.

These crises have disproportionately affected the communities in the bottom 10% of the Indices of Multiple Deprivation, our exclusive focus as a charity. This has resulted in children and young people growing up with limited access to essential services and support, whilst attending schools that are inadequately resourced for the breadth of support they now provide their children in a post-austerity world. Moreover, they come from households that are currently grappling with unprecedented difficulties in making ends meet.

With this growing focus on community led change, we have a big year ahead with significant growth in delivery work and finalising our first five year strategy. This will include looking to address the biggest issue facing our communities - the almost complete lack of influence they have in the decisions made about the policies and programmes imposed upon them.

Thank you for taking the time to read our report.



Suzanne McCarthy

Chair, Right to Succeed

Letter from our
Chief Executive Officer

The most nervous moment of every year for me is opening the first draft of the raw impact data from our data and insights team. It's the moment where we find out if all the hard work over the last year has been worth it.

I'm therefore really delighted to present the following report setting out what our communities have been able to achieve over the last year, ranging from the breadth and depth of impact from our more established programmes to the incredible consensus and focus we're seeing in discovery work and the fast starts in communities that have recently moved into delivery.

There are many, many people behind delivering this impact. From the backing of our fantastic supporters and commissioners, to the care and diligence of our fantastic staff team and trustees, to our national/regional/local partners supporting delivery in communities, and most importantly, to the leaders, professionals and residents within our communities working collectively to deliver better outcomes for our children and young people.



Suzanne is right to point out the hope this impact brings at a time of great challenge for our communities. But we also have to acknowledge that, whilst this represents progress, it is still nowhere near enough.

A lot more is required if these communities and their children and young people are to get the equity of opportunity that their potential deserves.

If you are one of our supporters, commissioners, staff, trustees, partners or a local resident, professional or leader engaged in the communities we serve, I hope you read this with pride. We want to thank you for your support and hard work.

If you are reading this, and are yet to engage with us, please do and help us consider how we can do more for our communities and the children and young people born and raised there.



Graeme Duncan

Chief Executive Officer

About us

Who We Are

Right to Succeed supports communities in areas of high deprivation to work collectively to give children and young people the best start in life.

What We Do

We bring together residents, professionals and decision-makers to co-design a 3-5 year programme that is bespoke to the needs of the local community. We call this *place-based change.*

Together with local residents, professionals and leaders we:





Our Role
In Place-based change programmes

We are the backbone support organisation, working to help communities create sustainable place-based change. As the backbone we provide all of the following:

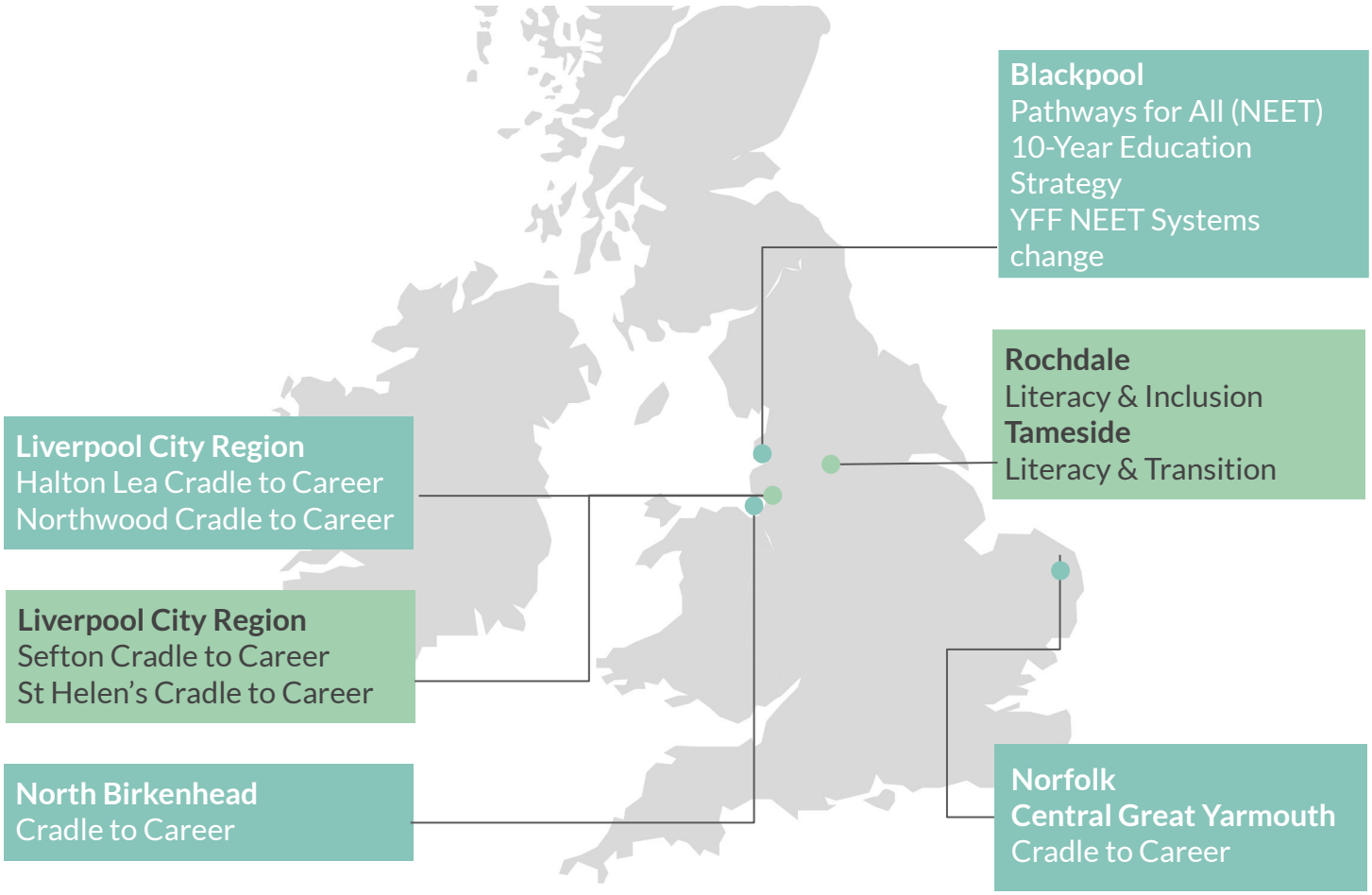


"There is such extraordinary hope in young people but to realise this we need space for our staff to connect and learn together – Right to Succeed have enabled this." - Janice Allen, Discovery Programme Chair, Former Headteacher Falinge Park High School

Watch our short video 'How we work'

Where we worked
2022/2023

We focus all of our work in communities in the bottom 10% of the indices of multiple deprivation.



How we work

Right to Succeed runs two different types of programme, with decisions on the approach being made based on the size, scope and need within an area. These are:

Cradle to Career programmes are local community based, usually within an area with less than 10K residents. Delivering across multiple themes such as Education, Youth Inclusion - Training and Employment, Youth Services and Family Support.

Thematic programmes operate across a larger area - e.g a whole local authority. Focusing on a particular theme of literacy, inclusion, post-16 education and employment.

Partnership working is at the heart of our approach.

Last year we worked with **113 partner organisations** including local people, schools, community and voluntary organisations, local authorities.

Our partners are supported through funding, training, resources and expertise to help them to meet the shared goals of the programme.

Our 3 Year Strategy
2021-2024

The charity's current 3 year strategy comes to an end in **August 2024**. As a result, over the next year the charity will be working with its trustees, staff, supporters, partners and communities to **develop a 5 year strategy.**

The strategy will consider how we continue to **broaden the work and impact** within our existing communities, how we **scale with quality** to new communities and how we start to **grow the influence** of our communities in the decisions that are made about them at local, regional and national level.

To achieve our vision and mission, in **2021** we set three strategic priorities for the next three year period. The following sets out what we achieved against these **goals in 2022/23**.



Demonstrate the collective approach works

Impact: This report sets out the impact our communities are achieving through **collective, community led work,** and we're really proud of what our communities are achieving.

As a charity, we will continue to work with our communities to **ensure learning** from each year's delivery informs further improvements in impact, and work to ensure that relevant learning from other communities is **effectively shared across our communities.**

Programmes

Performance to 31st August 2023
We have grown from working in **5 communities** to now **9 communities**, and hope to add 2 further communities in the year ahead.

Prioritise sustainability as we grow

Finance & Governance

Performance to 31st August 2023
Given the current uncertain economic climate, it is more important than ever that we can **provide certainty for our communities** and the local partners that we support.

As a result, the trustees have **revised the charity's reserve policy,** setting out that the charity needs to have 5 months of reserve of the planned budget in place by the start of the financial year if the charity is to take on growth in that year.

We have reached that target for the **2023/24** financial year, and are **on track** to have reached that target in time for the **2024/25 year.**

People

Performance to 31st August 2023
Our staff team has grown by **25%** over the year to **40 people**, and is set to continue to grow in 2023/24.

Fundraising

Performance to 31st August 2023
We are incredibly fortunate to have the supporters we have, and 2022/23 has seen another **significant growth** in support for the charity. The appetite to support place based change is **continuing to grow** and we are very fortunate to be able to bring such support to our communities.

Sustainability of collective working in our communities - moving from done *with* to done *by*. Work is moving forward in setting out the **process and principles** by which we will support our communities to sustain collective working for the long term. This will see our more established **Cradle to Career and Education System programmes** becoming independent, locally led, long term approaches to our communities collectively striving towards equity.



Build support for collective working

Partnerships

Performance to August 31st 2023
Growing public sector support, we are very fortunate to be working with a significant and growing number of public sector bodies in our place based change projects. This includes:

- **National Government - Department for Education**
- **Regional Government - Liverpool City Region Combined Authority**
- **County - Norfolk County Council, Norfolk Constabulary**
- **Local Government - Blackpool Council, Great Yarmouth Borough Council, Halton Council, Knowsley Council, Rochdale Council, Sefton Council, St Helens Council, Tameside Council, Wirral Council**

Statutory sector support: We have established major partnerships with three of the major What Works centres:

- **The Education Endowment Foundation**
- **The Youth Endowment Fund**
- **Youth Futures Foundation**

And we are delighted to have the support of the **National Lottery Community Fund** for our work in Liverpool City Region and Central Great Yarmouth.

Participation in national consultations: Our work was featured in the final report of the All Party Parliamentary Group on Left Behind neighbourhoods, which is advocating for the next round of dormant assets to be used to create community wealth funds to support our most left behind communities.



Part 2
Our Year at a Glance

The Challenges
Our Communities Face

All of our programmes this year have included a strong focus on **literacy;** without this core skill, the opportunities open to children and young people remain limited.

Children with **low literacy** levels find it difficult to access the whole curriculum. Our research has found a high correlation between low literacy levels and **permanent exclusion** from school.

More than half of all **suspensions** in the UK are of children living in poverty, they are **3.7** times more likely to be sent home than other children. Leading to **75%** of children in poverty losing learning compared to **4%** of other children.*[1]

Only **7%** of children who are permanently excluded from school achieve GCSE passes in Math and English, essential functional skills to continue in education and employment.*[2]



Being **excluded** can also have a **negative impact** on a young person's mental health. Risk of becoming NEET Pupils who have been excluded are **10 times** more likely to be not in **education, employment or training** (NEET) after their GCSEs. They also make up a disproportionate number of those who go on to be long-term NEET. **Limiting opportunities** and affecting future socio-economic development, **impacting future generations** and **community.**

To ensure **long-term sustainability** it is important to **strengthen the communities** around children and young people. By **improving access** to services and family support within the local areas and reducing the feelings of stress and isolation in **parents, carers** and **children** we create an environment for a child to thrive.

References: (1) Who's Losing Learning? Coalition', Analysis: The Difference, Impetus and IPPR. 2022
(2)Timpson Review of School Exclusion, Department for Education, 2019;

Our Goals 2022/2023

1 Closing the literacy gap

- By using robust assessments to understand the needs of children and young people
- Delivering Practitioner training to improve literacy across the whole school in all subjects
- Sharing best practice across schools to improve literacy standards

2 Reducing fixed-term and long-term exclusions

- Focusing on diagnostics to understand the root causes of persistent disruptive behaviour
- Implement specific interventions and whole-school approaches
- Facilitate integrated working between schools and alternative provision settings

3 Increasing participation of school leavers in education, employment and training.

- Developing young people's potential working with Engagement Coaches
- Coordinating multi-agency approaches to support young people's transition to post-16 education, employment and training
- Encourage ownership of the challenges and solutions

4 Strengthening communities and increasing access to opportunities

- Improving access to and engagement with services
- Encouraging local pride and participation in local decision-making
- Bringing together professionals to work collaboratively with families, children and young people, and delivering joined-up services

These goals are all interlinked and by working with communities to address one or more themes, based on the local need we are supporting them to create sustainable change.

Our Year in Numbers
2022/2023



This year our work in **Delivery programmes*** led to **378** activities, and the consultations within our **five Discovery programmes*** gave us the opportunity to engage with over **3,000 people** to ensure their voices were heard, to inform a bespoke programme for their community and begin our collective journey towards sustainable change. **Our work benefits children and young people at three different levels:**

Child and Young person

We directly impact on children and young people by ensuring schools are inclusive environments, improving literacy and supporting them to achieve positive prospects when they leave school.

Community around the child

We work with the community that directly influences children and young people, including families and school staff, to ensure that they can provide a strong support network and enable children and young people to thrive.

Systems and structures

We work with community leaders to strengthen the systems and structures around children and young people, such as school development and local authority plans, to ensure they are supported to succeed.

10,131
Children and young people assessed or supported through whole-school training

8,057
Children and young people received or accessed interventions

1,097
Practitioners engaged in other ways

1,293
Voices of Practitioners

889
Voices of Children and young people

879
Voices of Adult Residents

598
Adult Residents engaged

113
Partner organisations worked with

108
Practitioners trained

*Discovery Programmes: Research programmes collecting data and information to base the bespoke delivery requirements of an identified area.
*Delivery Programmes: Right to Succeed delivery blueprint is adapted for the needs of the community based on what was found in the Discovery programme to best support the area in education and community for children and young people.

Whole Organisation
Impact: Literacy

Our aim: Schools becoming world class in identifying and meeting the needs of their learners

There was a 33% increase in the number of pupils with high reading ability a SAS increase of 98.1 to 98.5 (+0.4), 319 to 423. *

Seventeen out of nineteen (89%) schools made progress. Of these, two made significant progress, eight made positive progress and seven made expected progress.

3,679

pupils supported by programmes increased reading ability +1.2 SAS to bring them in line with National Average



There was a considerable shift from low to high reading ability.

+33%

increase in the number of highest readers (level 8 & 9)

For the 654 pupils with the lowest reading ability, significant progress equivalent to half a GCSE grade was made (+6.3 Standard Age Scores).

+6.3

Increase in average Standard Age Score (significant change)



*The Standard Age Score (SAS) is a recognised benchmark to measure against a national sample of pupils of the same age. Stanine: The stanine places the pupil's score on a scale of 1 (low) to 9 (high) and offers a broad overview of performance.

Whole Organisation
Impact: Education, Employment & Training

Our aim: To engage young people, make them aware of further opportunities to develop post-16 skills and experience and encourage them to take part.

Prior to the Pathways programme, 52.8% of school leavers sustained EET. In year 1 of the programme this rose to 55.4% and this rose again in year 2 to 59%. This increase (+6.2ppt) was greater than national (+4.5ppt).

6%

EET increased and NEET Vs. Not known decreased

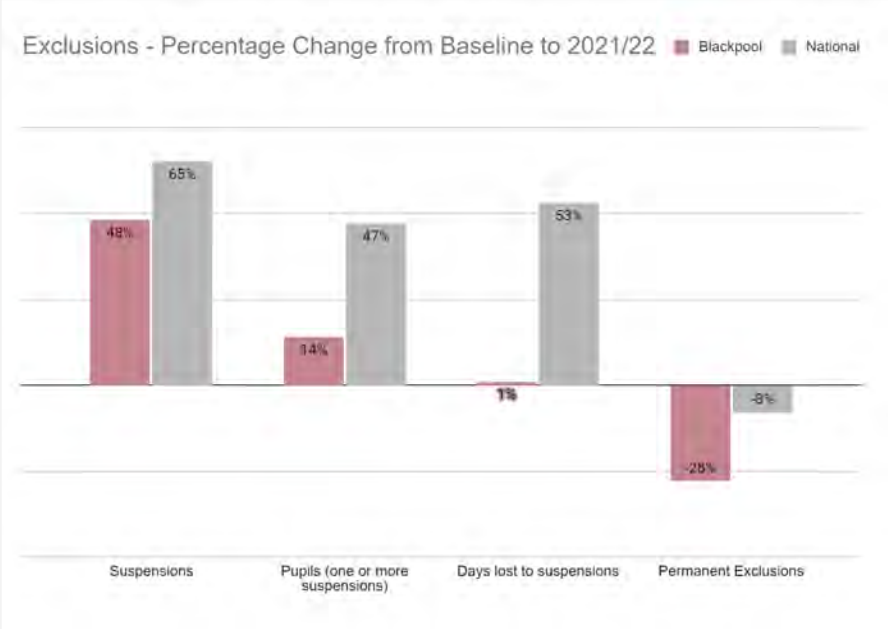


67%

of at risk young people sustained destinations after leaving the PRU (vs 59% nationally)

3x

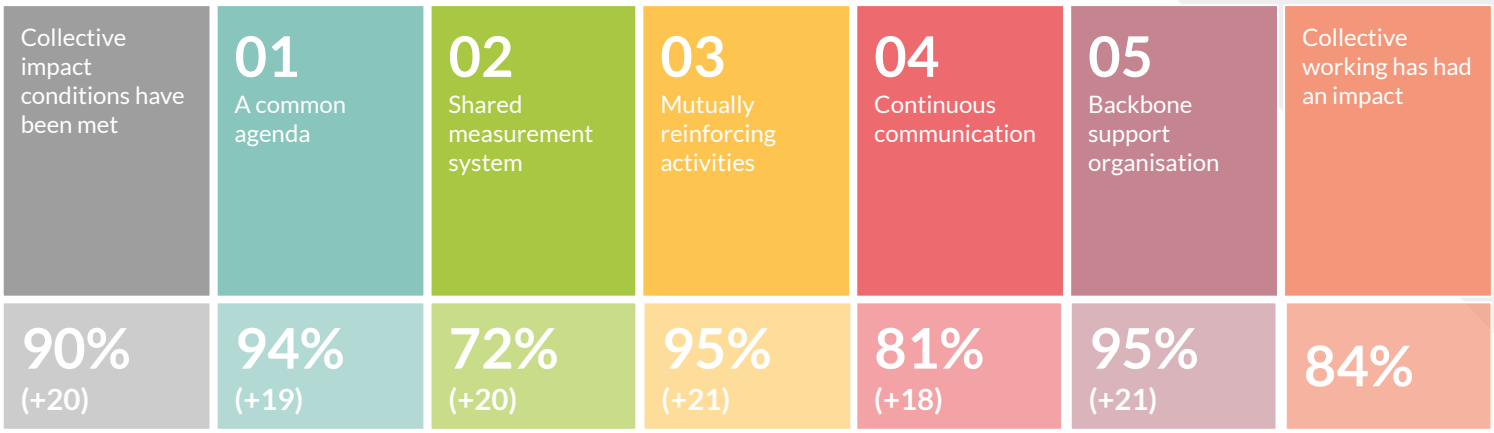
drop in permanent exclusions at the end of the KS3 Literacy programme compared to national (28% vs 8%)



Whole Organisation
Impact: Improved Collective Working

Our aim: To improve collective working, to share data, learning and best practice across partnerships

In 2022/23, 21 members of the steering groups and working groups across North Birkenhead, Halton Lea and Northwood completed the collective impact survey to give feedback on their experience of using the collective working methodology.



Bases: 52 in 2022, 39 in 2023

Improved collective working

84% felt that the conditions for a common agenda were met and this was a 15 percentage point increase from 2021.

91% felt that the conditions for mutually reinforcing activities and backbone support were met.

84% of partners felt that partnership working had had an impact on children and young people.

75% of partners felt that collective working had had a positive impact on children and young people within 2022/23.

"...sharing of good practice between schools and the enabling role that C2C play ensuring that the building blocks are in place for when the programme ends." North Birkenhead Steering Group Member



Part 3
Our Impact



Cradle to Career Programmes

Music and performance, Birkenhead Park

Cradle to Career
North Birkenhead

Our aims: Instigated by the **Steve Morgan Foundation,** with support from **SHINE, UBS Optimus Foundation** and **Wirral Council,** the project aims to significantly improve literacy standards among children, give families easy access to the support they need, improve the quality of life for all and create new opportunities for local children and young people.

Child and Young person

Community around the child



Impact in Education

1,670 pupils supported by programmes increased from 2022 to 2023 (+1.6 Standard Age Scores*) to bring reading in line with national average (98.1 to 99.7 vs 100 national).

42% increase in the number of pupils with high reading ability (151 to 214).

5% reduction in the number of pupils with low reading ability (290 to 276), meaning there was a shift from low to high ability readers.

290 pupils with the lowest reading ability, significant progress equivalent to half a GCSE grade was made (+6.3 Standard Age Scores).

The gap in reading attainment between SEN and non-SEN pupils narrowed (-1.2 Standard Age Scores).

Improving Attendance

The attendance panel continued in Year 3 for one Cradle to Career secondary school. The panel discussed **29 complex attendance cases**, resulting in better advice for the school, referral to other support services, improved communication between school and social care leading to innovative solutions to shared problems.

*The Standard Age Score (SAS) is a recognised benchmark to measure against a national sample of pupils of the same age. Stanine: The stanine places the pupil's score on a scale of 1 (low) to 9 (high) and offers a broad overview of performance.

Impact on Attendance

13 out of 19 School attendance project participants improved attendance

7.76 percentage points average improvement

6 pupils improved by **15 or more** percentage points

Cradle to Career offered funding for school attendance projects. This additional support allowed schools to implement:

- Parent engagement and support groups for students with persistent absence
- Reward schemes such as termly prizes, tea parties and prize-giving for improved attendance and punctuality
- Focused attendance support targeted to students and families with poor attendance

Plans 2024/25: Building on our work to date, embedding the principles of collective working and locally-led decision making

Cradle to Career

North Birkenhead Social Care Services

Our aims: Improve the engagement and support of the most vulnerable families, and give them the opportunities they need to be healthy and happy. Completely redesign services in partnership with the local community, driving collaboration through the system.

The Community Support Team is reducing referral rates to social care by improving support for vulnerable families.

Oct 22 - Mar 23	Cradle to Career	Wirral-wide
Social care step-down rate	23 per 10,000	22 per 10,000
Social care case closure rate	380 per 10,000	248 per 10,000
Social care referrals	361 per 10,000	259 per 10,000

Child and Young person

Community around the child

The Community Support Team continued to provide an embedded, multidisciplinary approach* to supporting families in social care. Our evaluation report this year highlighted the transformative practice of the team, including:

- All members of the team felt that they had improved their understanding of each others' roles, knowledge and skills, simultaneously helping them to widen their own knowledge.
- Social workers particularly have found value in the non-statutory preventative work done by other staff members in the community team, and the wrap-around support it has enabled.

* A diverse group of professionals working together to deliver person-centred coordinated community care.



- Lower caseloads for the majority of team members has enabled them to do more preventative work, and to support families longer.
- Time and persistent reflection and relationship-building with local community organisations and services has led to better relationships and activities are now delivered in partnership with community groups.

"We have ownership over our roles. Our managers give us that freedom and that trust."
Karen, Family Connector

Cradle to Career
North Birkenhead Community Case Study

Our aims: To provide support to families via a single point of contact called a Family Connector, building strong relationships between families and improving access to services.

This year Family Connectors continued to sign up local families to support them in achieving their goals. Families who were not signed up to the service were also helped by being signposted to alternative services that could support their needs.

Child and Young person

Community around the child

116 Total number of families the Family Connectors have signed-up and supported across the first 3 years of delivery.

260 Children and Young people received support from Family Connectors

The **Family Connectors** are now embedded within the **Multidisciplinary Team*** (MDT), and are a key part of the support package offered to families in the **Cradle to Career** (C2C) **North Birkenhead** area. Furthermore, the Family Connectors have supported families identified for support via the Attendance pilot with **Birkenhead Park School** and **The Hive.**

Working with **Wirral Council's** data team, C2C has supported **InvolveNW**, a non-profit organisation offering a wide range of services to **help improve quality of life** families, to ensure **Family Connector** data is included in the overall impact measurements of the **MDT.**

The Impact

104 Service users signposted to Family Connectors

86% of service users made significant progress in wellbeing

2/3rds of people that exited the service had achieved their goals and/or improved to a point where they no longer needed support

C2C has also supported the **Family Connectors** with evaluating the service this year. Including an analysis of the data collected across years 1 and 2 delivery, and an evaluation video.

Watch 'Family Connectors Evaluation" video



"When I signpost a family to the Family Connectors, I always feel they are getting the best possible support available. I feel like the families who work with the Family Connectors very often become more confident and have a very positive outlook after the intervention." Bharathi Inbaraj, School Readiness Worker

Plans 2024/25 To further embed the Family Connector model within the local area, building on the foundation of the last 3 years and continuing to support and signpost according to the need.

* A diverse group of professionals working together to deliver person-centred coordinated community care.

Cradle to Career
North Birkenhead Service Collaboration Fund

In **May 2022,** Cradle to Career funded **four pilot projects** which aimed to bring different community services together to deliver solutions in partnership with each other.

Each of the four successful projects **addressed an identified gap in the area** and worked with schools and existing community groups to build up trust and a network of beneficiaries local to North Birkenhead.

The **Service Collaboration Fund** enabled the expansion of community-led projects with a share of the **£120,000 fund.**

Impact

Standing Together free educational workshops on sports, healthy lifestyle, & diversity.

1,450 children reached

56 activities completed

Diversity+ support for families including emotional wellbeing support, coping strategies & fun activities.

328 children reached

100% of parents reported reduced isolation, improved mental health & wellbeing and children enjoyed fun stimulating activities.

Builder Book workshops on literacy, creativity, storytelling and wellbeing.

500 children reached

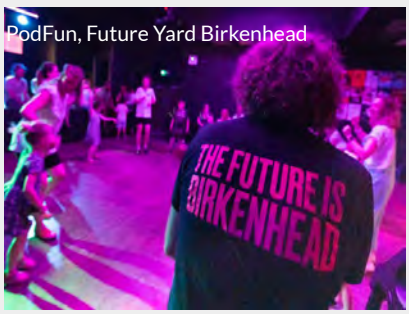
PodFun free weekly events, training & support for children and young people with additional needs.

1,159 beneficiaries

100% reported tutors workshop delivery as excellent'

93% agreed strategies discussed would inform future parenting

92% of parents felt more confident dealing with issues at home



PodFun, Future Yard Birkenhead

"My overall experience is excellent, they got me out of the house when I was suffering terrible anxiety and panic attacks, I'll be forever thankful." PodFun Participant

"Diversity+ has supported me and my family to help me connect with my child. I now have positive ways to deal with his behaviour."
Parent beneficiary, Diversity+


Diversity+, SEN session

Youth Voice & Young Leaders Group
North Birkenhead

The Young Leaders group have built strong relationships and a strong team dynamic as a result of activities and residentials.

They have grown in confidence as a group, and started to take an interest in their local community, and decisions being made locally that impact provision for young people.

When budget changes were announced for youth provision locally, the Young Leaders group campaigned and protested to highlight the importance of ongoing preventative youth work.

The group have also been gaining skills around volunteering, as they support Gautby Road play, youth and community centre in delivering activities for younger children.

Implementing the Child Criminal Exploitation Campaign (CCE)

Cradle to Career has continued to work with partners to raise awareness of and prevent young people becoming involved in crime.

In year 3, the final strand of CCE training was delivered and The Youth Voice/Young Leaders worked with The Guide Liverpool to design and deliver a CCE campaign aimed at parents and young people in North Birkenhead.

This included designing two posters, and developing a short video, which the young people scripted and performed themselves, to raise awareness about the risks of CCE.

Plans 2024/25 In year 4 Gautby Road will focus on developing the skills of the group through training, to engage them in more decision making.



Impact

Child and Young person

Community around the child

15-20 Regular members of the Young Leaders group

10 Parents had Child Criminal Exploitation training

14 practitioners had Child Criminal Exploitation training

Summer Celebration
North Birkenhead

The Magic Sheep Procession at Birkenhead Park celebrated the creativity and diversity of children and young people in Birkenhead's North End.

Dubbed as a 'North Birkenhead Celebration' and featuring Liverpool-based electric pop trio, Stealing Sheep, the event welcomed 200+ community members to join in with the festivities.

The celebration included a walking procession with the Glam-A-Ram-Bam Marching Band, showcasing performances from local artists and residents.

"We have collaborated with Cradle to Career to create an inspirational project that we hope inspires young people to engage with the arts and explore the therapeutic and unifying spirit of music in the community."

Nicki - Stealing Sheep band


Stealing Sheep drummer leads procession, Birkenhead Park


Community morris dancers, Birkenhead Park


Celebration Event, Birkenhead Park


Community celebrations, Birkenhead Park

Cradle to Career
Liverpool City Region Launch

Following the success of the flagship **North Birkenhead Cradle to Career** programme over the last three years, **Liverpool City Region (LCR) Mayor, Steve Rotheram** granted funding of **£5.25m to extend the programme across LCR**, alongside further support from the **Steve Morgan Foundation, SHINE, UBS Optimus Foundation, National Lottery Community Fund, Allen & Overy, Bank of America** and the other **5 local authorities** in the region.

We launched delivery programmes in **Halton** and **Knowsley** in September, after an intensive year of gathering **discovery** data. The next 3 years will be spent delivering key work streams in partnership with **local community organisations.**

The roll out began at the **House of Lords** on the **19th September 2023,** which was the same day that Parliament discussed **levelling-up.** The aims of the programme align with national policy and highlight the importance of place-based change.

The **House of Lords** Launch event was followed up by a series of locally led events within **Liverpool City Region** in **Honeycomb House**, **North Birkenhead** and **Liverpool John Moores University**, with fantastic levels of enthusiasm and engagement from all attendees.

Watch the Liverpool City Region Cradle to Career launch video



Justine Molyneux, Community Partner Involve NorthWest addresses the audience at House of Lords



Rekha Patel-Harrison, Steff O'Keeffe, Graeme Duncan, Jane Harris, Metro Mayor Steve Rotheram LCR Launch



Metro Mayor Steve Rotheram, Graeme Duncan & Angela Heatley (MDT) LCR Launch



Professor Joe Yates, gives the opening speech at LJMU


Funding Partner, Steve Morgan CBE, speaks on behalf of Steve Morgan Foundation at the House of Lords


Host, Lord Jim O'Neill, founder of funding partner SHINE addresses the audience at the House of Lords


Programme Directors Stephanie O'Keeffe and Charlie Ledley give an insightful speech about the delivery work in North Birkenhead and Liverpool City Region.

Cradle to Career
Northwood, Knowsley

Our aims: To significantly improve literacy standards among children, give families easy access to the support they need, improve the quality of life for all and create new opportunities for local children and young people.

Year 1 Delivery

This year has been the **start of our delivery journey in Northwood, Knowsley**.

Our primary focus has been the **understanding of the needs of children and young people in the area** and beginning to share our practices. By gathering assessment data we have been able to **gain insight** into key requirements to **inform** the future direction of the programme.

Impact

Child and Young person

Community around the child

9 Practitioners trained

26 Partner Organisations worked with

215 Practitioners engaged in other ways

2,576 Children and Young people assessed or supported through whole school training

14% increase in high-ability readers from 69 to 79, demonstrating the shift from mid to high ability readers.

158 pupils with the lowest reading ability, progress equivalent to just under half a GCSE grade (+5.6 Standard Age Scores*).

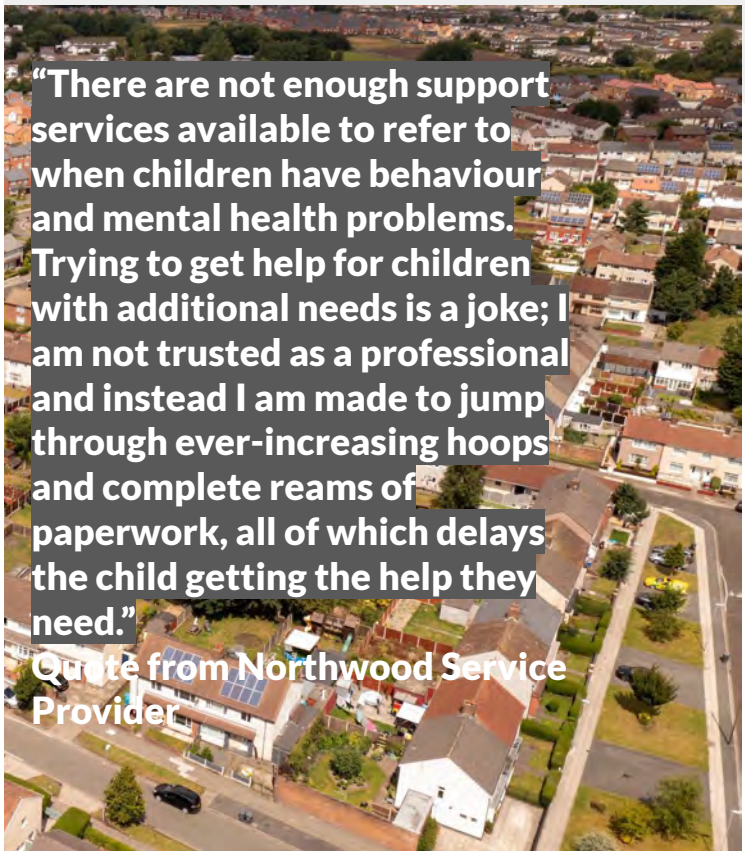
Why Northwood ?

58% Secondary school pupils in receipt of Free School Meals vs 23% nationally.

37% Disadvantaged pupils who pass GCSE English and maths vs 45% nationally

52% Households with children that are income-deprived vs 16% national average

13% 16-24 year olds who are NEET vs 5% nationally



Plans 2024/25 Refining and embedding locally-led activities, building on collective working conditions and co-design for future sustainable delivery

*The Standard Age Score (SAS) is a recognised benchmark to measure against a national sample of pupils of the same age. Stanine: The stanine places the pupil's score on a scale of 1 (low) to 9 (high) and offers a broad overview of performance.

Cradle to Career
Halton Lea, Halton

Our aims: To significantly improve literacy standards among children, give families easy access to the support they need, improve the quality of life for all and create new opportunities for local children and young people.

Year 1 Delivery

Following a successful **discovery year** 2022/23 has been the start of our **delivery journey** in Halton Lea.

Focusing on **gathering assessment data** and developing our understanding of **pupil needs** in Halton Lea, and beginning to share our practices. This information has been used to inform the direction of the programme going forward.

Impact

Child and Young person

Community around the child

9 Practitioners trained

22 Partner Organisations worked with

209 Practitioners engaged in other ways

1,661 Children and Young people assessed or supported through whole school training

31% increase in high-ability readers from 99 to 130 this demonstrates a shift from mid to high ability readers

274 pupils with the lowest reading ability, made significant progress equivalent to half a GCSE grade (+6.9 Standard Age Scores*).

Why Halton Lea?

46% Primary School pupils in receipt of Free School Meals vs 23% nationally.

35% Disadvantaged pupils who pass GCSE English and maths vs 45% nationally

35% Households with children that are income-deprived vs 16% national average

21% Primary school pupils with SEND vs 17% nationally



Plans 2024/25 Continuing to build on collective working conditions, to embed community-led activities and ensure sustainable delivery.

*The Standard Age Score (SAS) is a recognised benchmark to measure against a national sample of pupils of the same age. Stanine: The stanine places the pupil's score on a scale of 1 (low) to 9 (high) and offers a broad overview of performance.



Thematic Programmes

St Mary's Catholic Academy Library, Blackpool

KS3 Literacy
Blackpool

Our aims: Improve the development of all new staff, absence and attainment and GCSE pass levels.

Programme Background

Blackpool **Key Stage 3 Literacy** is a **collective impact project** focused on improving the **literacy capability** of all 11-14 year-olds across the town.

Impact

3,208 pupils that were assessed one year after programme end, reading ability showed a **sustained increase.**

27% increase in the number of pupils with **high reading ability**, increasing from 467 to 595 pupils, and a **14%** reduction in the number of low ability readers, decreasing from 575 to 492, meaning that there was a **shift from low to high ability readers.**

575 pupils with the lowest reading ability, significant **progress equivalent to over half a GCSE grade was made** (+7.7 Standard Age Scores*).

*The Standard Age Score (SAS) is a recognised benchmark to measure against a national sample of pupils of the same age. Stanine: The stanine places the pupil's score on a scale of 1 (low) to 9 (high) and offers a broad overview of performance.



Encouraging pupils to enjoy reading in Blackpool

"The most valuable part of working with RtS is the project management skills they bring to scale, we are teachers we have project management skills but we are not experts so to have RtS to support and provide the toolkits, it helped us be more strategic in our approach." - Bernie Kaye, Assistant Head teacher and school Literacy project lead

Programme Sustainability
One year on

One year on from programme end, the average reading ability of pupils supported by KS3 Literacy had increased significantly (+2.8 Standard Age Scores). This was beyond expected progress.

KS3 Literacy
South Shore Academy

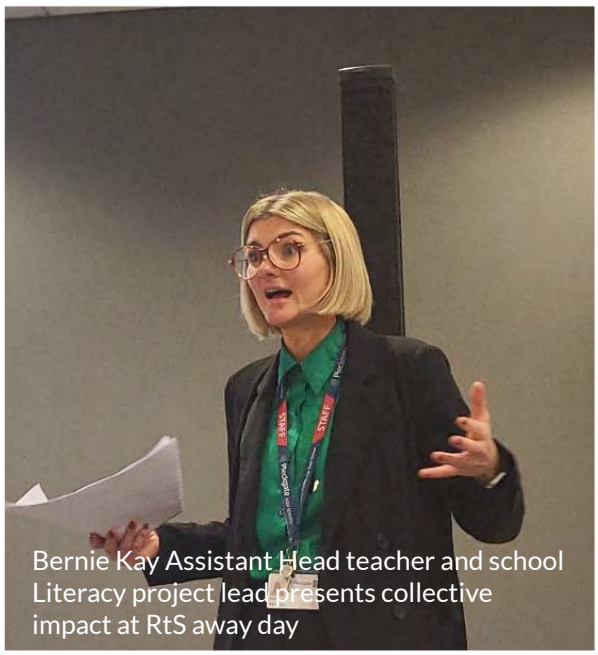
Our aims: Improve the development of all new staff, absence and attainment and GCSE pass levels.

Background

Based in the heart of Blackpool, South Shore Academy has a hugely transient student population, with 25% of it's cohort coming and going at any point of the academic year.

South Shore as a school supports children and families with vital wrap-around provision such as a foodbank, washing facilities and uniform to ensure they feel supported throughout their education journey.

Being part of the Ks3 literacy project has enabled the school to systematise their approach to assessment, identify and meet the needs of the most vulnerable learners at the earliest possible stage and provide more holistic, tailored pastoral support.



Bernie Kay Assistant Head teacher and school Literacy project lead presents collective impact at RtS away day

"The project could not have happened without RtS. Inception & funding ideas were complete a collaborative effort. They were absolutely crucial, and accountable for data which makes it so successful."

Emma Greenwood, Head of English

Impact

- Higher Level Teaching Assistant (HLTA) is now a sought after role in school and is well respected by all staff.
- There are a constant CPD opportunities to develop HLTAs, support staff and teachers.
- The lowest ability readers saw the greatest gains in their reading ability, across all schools in Blackpool (+4.2 Standard Age Scores vs Blackpool average +1.8 SAS).
- Students that were previously disengaged now enjoy reading with form time reading being their favourite part of the day.
- Students are developing their cultural capital through the wide range of texts available in school.
- Students are showing signs of improved social emotional mental health through engaging regularly with the library and reading opportunities.

Pathways For All
Blackpool

Our aims: Supporting young people identified as most at risk of becoming not in employment, education or training (NEET)

Programme Background

The Pathways for All programme provides advice and support for vulnerable young people when moving between schools and colleges and into further education or training, to ensure that they are offered the best possible level of support at this critical transition point. The programme supports young people identified as at risk of NEET to achieve sustained post-16 destinations through two streams:

- **Developing agency:** engagement coaches working directly with young people
- **Improving structures:** a town-wide approach to defining ownership of the NEET issue and effectively coordinating multi-agency support (through steering groups, data sharing, etc).

The Role of the Engagement Coach

The role of an Engagement Coach is about making a positive impact to reduce young people in Blackpool becoming NEET (not in employment, training or education).

Engagement Coaches do this by:

- Ensuring young people have clear aspirations around Post 16 progression through a deeper understanding of the possibilities available to them.
- Supporting learners in raising awareness of what they need to progress and using individual strategies to support growth.



Impact

3,452 Young people assessed for risk of NEET

367 Children & Young People received or accessed interventions

NEET rate 1.8x lower for vulnerable learners on Pathways For All vs UK (13% vs 24%).

+6 percentage point increase in EET rate in Blackpool (vs +4.5 nationally)

67% of young people that left the PRU were able to sustain their EET status. This was higher than the national sustained EET rate (59%) in 2020 and higher than previous years of the programme.

55.4% sustained in year 1 and **59%** sustained in year 2 (+6.2ppt).

Plans 2024/25 to continue to embed collective working practices, employing new Engagement Coaches to deliver key interventions and support.

Big Education Conversation

Blackpool

In November 2022 we hosted the Big Education Conversation alongside Big Change and Merlin Entertainment at the iconic Blackpool Tower.

In collaboration with our programme partners the day was set up to give the young people of Blackpool the opportunity to **voice their opinion** and **shape the future education.**

Right to Succeed, Blackpool Pathways for All Programme Director Sarah Smith led a strong team of organisers to ensure an enjoyable and productive day.

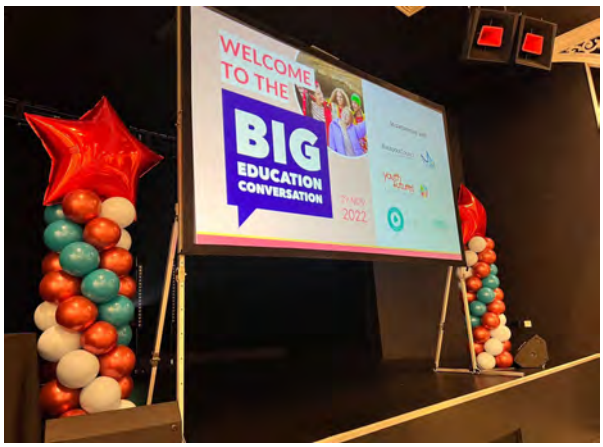
Around **200 young people took part from schools around Blackpool.** The event was held in response to research which found 68 per cent of adults in the North West do not believe the current education system is preparing young people for their adult lives.

"Our best hope of successfully navigating out of the state we're in now is to share the power with those who the system impacts most – young people, teachers, parents/carers and employers." - **Andrew Speight, Blackpool Council, Youth Advisor**

On the agenda was a day of **workshops and discussions with education partners, youth advisors and members of youth parliament**. Followed by site visits to Madame Tussauds and the Sea Life Centre with the Head of Operations.







"I think the Big Education Conversation is important, because the young people of Blackpool get to have a say on what education should look like" - Coby Williams Member of Youth Parliament for Blackpool.

Watch the video

Raising Rochdale Inclusion Project

Our aims: Improve the environment around children, young people, addressing and reducing barriers around inclusion in schools.

Programme Background

Following the Discovery phase, a three-year programme has been co-designed by local children, young people, residents, and professionals. This is a highly ambitious and far reaching programme impacting thousands of children in Rochdale. It is focused on building a collaborative approach to Inclusion across Rochdale to enable success in education

Workstreams

Secondary School Inclusion

- Schools will have an improved ability to match intervention to identified need
- Schools will increase understanding of pupil social and emotional development needs
- Schools will improve their use of research and insight to support the needs of children

Ks3 Literacy Work Stream for secondary school pupils aged 11-14

- Improved reading capability
- Increased understanding of pupil literacy needs
- Increased confidence of staff identifying and meeting literacy needs of their pupils
- Increased prioritisation of literacy training within schools
- Increased collaboration across the schools and the local authority
- Increased understanding of curriculum and expectations between primary and secondary schools

Ks2 Literacy Work Stream for primary pupils aged 8 to 11

- Improved reading capability
- Improved oracy capability
- Identification of pupil level need and enhanced ability to match need to intervention
- Increased confidence of staff identifying and meeting literacy needs of their pupils
- Increased understanding of pupil literacy needs
- Increased prioritisation of literacy training within schools



"Right to Succeed is a movement that means everything to me in our post-covid, funding-strapped, very busy world of education. Spending time with like minded people and getting quality CPD to improve inclusion literally means everything to myself and the inclusion deputies."

James Glennie, Programme Chair and Headteacher Wardle Academy

Discovery Findings

24% of households low income families (2019) - 1.4x higher than the national average (17%).

60% of children reaching 'Good Level of Development' - 5% lower than national average.

24% of pupils have Free School Meals - compared to 20% nationally (2021/22).

1.1x higher suspension rate than nationally (2020/21).

61% of pupils achieving grades 9-4 in English and Maths at GCSE (2021/22) - compared to 69% nationally.

Strengthening Communities

Central Great Yarmouth



Our aims: To improve the life chances of children and young people living in Central Great Yarmouth and ensuring they grow up in a community where they feel they are safe, belong and are supported to thrive.

Programme Background

Following a year of consultation with over 400 members of the Nelson Ward community, the Central Great Yarmouth (CGY) programme has been co-designed with children, young people, residents & professionals to look at the strands of Literacy, Youth Offer & Education, Employment & Training to enhance the life chances of young people in the area.

Workstreams

- The **Literacy** workstream aims to help schools **work collectively** to improve the **literacy capabilities** of children and young people supporting them with **higher education & future employment opportunities.**
- The **Education, Employment, and Training** workstream aims to support young people who are at the **highest risk of becoming NEET** (Not in Education, Employment or Training) to transition into **sustained post 16 and post 19 education, employment and/or training.**
- The **Youth Offer** workstream aims to **develop the services & provisions** available for young people, funding access to **safe spaces, positive activities, role models** and the support they and their families need. Ensuring they are **empowered to make decisions** about their local neighbourhoods.

"Putting children and their families at the heart of generating and realising sustainable solutions is what this is all about" - Phil Watson, Director of Children's Social Care, Children's Services

Why Central Great Yarmouth?

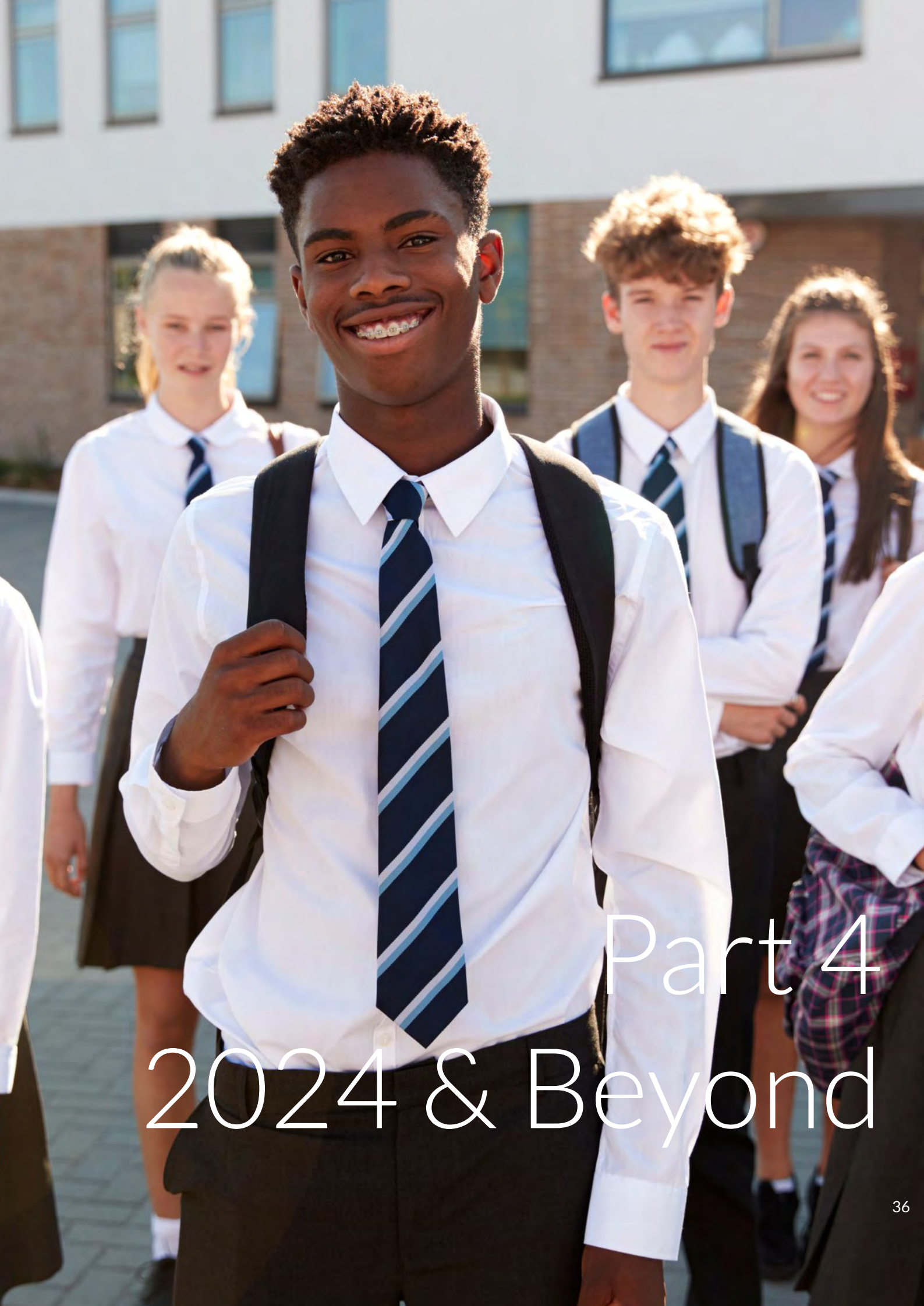
44% of households with children deemed to be experiencing deprivation relating to income vs 16% nationally.

57% of children are receiving free school meals (2021) - this is 2.7x higher than national average (20.8%).

3.3x higher permanent exclusion rate than national average (2019/20) (0.2/100 vs 0.06/100).

1.7x higher suspension rate than national average (2019/20) (6.3/100 vs 3.8/100).

143/1000 average rate of child protection investigations in 0-25 year olds, which was over twice the rate of Great Yarmouth (65/1000 children).



Part 4
2024 & Beyond

Working Towards a Sustainable Future

Sustainable Changes

When we're talking about **sustainability,** we're thinking about what things will look like when **Right to Succeed is no longer working with a place.** So even if it is decided to expand or extend a programme, there will still be sustainable changes from that initial period of delivery.

The aim is that through working with **Right to Succeed programmes** and using **Right to Succeed methodology** there will be sustainable changes in the place that will set the foundations (or conditions) to enable communities to continue working in these ways. All programmes will have common elements that inspire these sustainable changes, but they might present differently depending on the local context.

Our programmes are focused on building the conditions for sustainability, we do this by:

Capacity building for practitioners and organisations	Supporting quality of implementation	Promoting use of data and insights	Building on partnerships and collective working	Community and youth engagement	Leading culture and systems change to enable collective working

Backbone Support

Education	**Inclusion**	**Employment & Training**	**Family and services**

What Comes Next?

When a Right to Succeed programme is nearing the end of its initial funding cycle, what comes next?

There are a multiple options:

- **A programme expands:** it is agreed that a programme will continue, and will either address new/different objectives/themes/priorities and/or involve other partners
- **A programme extends:** there is agreement to continue working towards the same set of objectives because it is felt that there is additional work to be done towards meeting them
- **Depart/Sustain:** Right to Succeed has agreed that our work in a place is coming to an end and an exit plan will be made, this might look different depending on appetite, ethics, sustained impact, funding and capacity. An agreement will be made with partners for what this looks like for that particular programme.



Part 5 Structure & Governance

Constitution

Right to Succeed was established as a Charitable Incorporated Organisation (CIO) with the Charity Commission on 13 March 2015. The CIO's constitutional documents are its Articles of Association.

Organisation

Trustees can be appointed by ordinary resolution of the members.

The trustees, who served throughout the financial year, except as stated below, were as follows:

Trustee	Appointed	Retired
Ms Debi Bailey		
Ms Holly Baxter	26th January 2023	
Mrs Alita Benson		
Ms Sarah Dembitz		
Ms Arshmeena Durrani	26th January 2023	
Ms Julia Grant		
Ms Catherine Hodges		
Ms Suzanne McCarthy		
Mr Charles Scott		26th January 2023
Mr Michael Wells		

The trustees of the charity are given information on the roles and responsibilities of trustees of a UK charity and are invited to attend regular Trustee Training Workshops run by Buzzacott LLP and Bates Wells LLP. Trustees are regularly updated on Charity Commission best practice.

On becoming a trustee, each trustee goes through an induction process which includes meeting key members of the executive and reading core documents detailing our work and future plans.

Each trustee aims to visit the work in schools or similarly informative events on the ground at least once a year.

Key management personnel

The trustees consider that they comprise the key management personnel of the charity along with the Senior Executive Team, which comprises:

Graeme Duncan	Chief Executive
Paul O'Neill	Deputy Chief Executive
Rekha Patel-Harrison	Chief Programmes Officer
Abbie Maher	Director of HR & Operations

Remuneration of the Chief Executive is set by the board. Remuneration of other senior managers is set by the Chief Executive and reviewed by the Finance Committee on behalf of the board.

Trustees' responsibility statement

The trustees are responsible for preparing the trustees' report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and Wales requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that year.

In preparing these accounts, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in 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 United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations 2008 and the provisions of the charity's constitution.

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 accounts may differ from legislation in other jurisdictions.

Risk management

The trustees have reviewed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity and its finances. The trustees review the measures in place and establish policies, systems and procedures to minimise or manage any potential impact on the charity should those risks materialise. The principal risks and their main mitigations are as follows:

Strategic risk

As our programmes grow in number and size we need to maintain the quality of what we deliver and build a sustainable future. We have a robust decision making process for new opportunities to ensure we understand and can manage the risks around funds, capability, capacity and stakeholders. We are codifying our approach to programme delivery to ensure that we will achieve consistent quality, and to ensure learnings are built into future activity. We are considering what a long- term approach to collective working in a community could look like as part of our 3-year strategy.

Impact risk

Our programmes span multiple years and by their nature, the desired outcomes are subject to a number of variables. We need to be able to demonstrate our impact to secure funding and to attract new programmes. All programmes apply our data driven Impact Measurement Framework and new programmes will have specific measurable outcomes that are baselined. We will continue to develop this framework, learning from existing programmes and working with funders to ensure the profile of our impact is understood.

Delivery risk

Planning and budgeting programmes over multiple years is challenging. Our methodology includes extensive pre-discovery and discovery work to ensure programmes are scoped properly, roles and responsibilities are understood and budgets and plans are realistic. Programme plans and risk registers are reviewed regularly.

Our team, whilst growing, is small and does not have the capacity to absorb significant absences, attrition or downtime between programmes. Historically, we have not been able to recruit for programmes before funding is secured, often close to the start date. We have invested in staff engagement, and learning and development to support retention, and continue to review recruitment to reduce the burden at critical times.

Funding risk

The discontinuation of programme funding or insufficient funds to finance our core operations would prevent RTS from delivering its strategy. We aim to secure full funding in advance for each phase of our programmes and obtain co- commissioning from Local Authorities or similar to ensure local commitment. We regularly engage with commissioners and funders. The Finance and Development Committees both regularly review funding pipeline status and this is reported to the Board. Trustees are prepared to allocate a reasonable amount of unrestricted reserves when necessary to cover downtime between programmes or funded phases.

Trustees are concerned about the potential impact the high levels of inflation and the anticipated UK recession will have on both our own costs and the impact that this could have on our funders and their funding to us. We will be monitoring short term spend and modelling where increased prices could impact our programmes in the next 12-24 months and building these into our funding applications. We are including the impact of inflation in our conversations with existing funders.

Partner risk

We rely on third parties to help deliver the programmes; a failure by one or more partners could impact on our delivery and/or reputation. Partnership agreements are in place for all key functions in our programmes. Our partnerships function manages the partner process and coordinates across all programme partnerships.



Other significant risks that the trustees monitor but consider currently less likely to arise given the mitigating controls in place are:

-Reputational management: Failure to manage serious untoward incidents of any kind resulting in reputational damage.

-Data protection breach or a safeguarding concern

Having assessed the major risks, the trustees are satisfied that the charity has take actions to mitigate these risks to a tolerable level. The presence of regular monitoring of both Programme and organisational objectives at Senior Executive and Board level helps identify any early indicators around the risks.

Fundraising

The charity's fundraising is largely focused on engaging with trusts, foundations and other grant- making institutions. We do receive a small number of donations from individuals but we have not made any fundraising appeals to the general public to date.

The charity is registered with the Fundraising Regulator and undertakes regular reviews of the Regulator's Code of Fundraising Practice, and endeavours to keep abreast of changes in legislation, regulation and best practice in fundraising. The charity received no complaints from donors or members of the public about its fundraising practices this year.



Part 6 Legal & Administrative Information

Legal & Administrative Information

Trustees

- Mrs Suzanne McCarthy (chair)
- Ms Debi Bailey
- Ms Holly Baxter (appointed 26 January 2023)
- Mrs Alita Benson
- Ms Sarah Dembitz
- Ms Arshmeena Durrani (appointed 26 January 2023)
- Mrs Julia Grant
- Ms Catherine Hodges
- Mr Charles Scott (retired 26 January 2023)
- Mr Michael Wells

Registered office

Colony
5 Piccadilly Manchester M1 3BR

Charity registration number

1160886

Auditors

Buzzacott LLP

130 Wood
Street
London
EC2V 6DL

Bankers

CAF Bank

25 Kings Hill Avenue
West
Malling
Kent
ME19 45Q

Solicitors

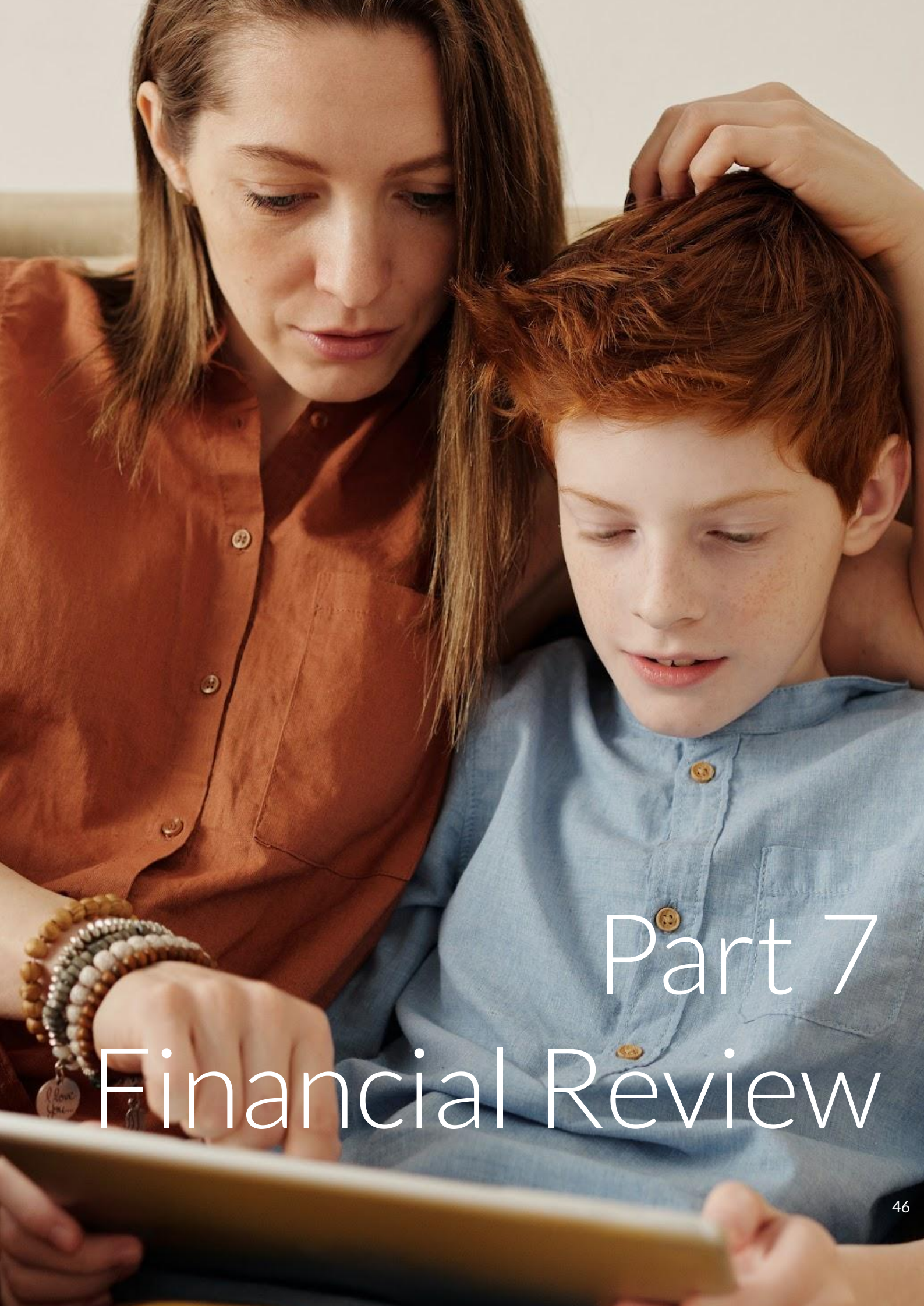
Allen & Overy

One Bishops Square,
London
E1 6AD

Objects

The objects of the charity are to advance for the public benefit any purpose or purposes which are exclusively charitable under the laws of England and Wales as the Trustees from time to time see fit with a non-exclusive focus on the education of young people, particularly those from disadvantaged communities including, without limitation by providing educational support to such young people; and providing support to individuals and organisations advancing the education of such people.





Part 7
Financial Review

Results for the year

A summary of the year's results can be found on page **p49** of the attached financial statements.

The net income for the year was £438,529 (2022 net expenditure of £106,531). The charity's total income increased by 34% to £3,345,554 (2022 - £2,481,587) which consisted mainly of donations and grants. £2,634,392 of this was spent on charitable activities (2022 - £2,283,493) while £272,633 (2022 - £304,625 was spent on raising income.

The amount of voluntary income raised for the year increased by 31% to £2,414,821 (2022 - £1,850,186) of which £1,510,158 (2022 - £1,031,566) was restricted. £904,663 (2022 - £818,620) of voluntary income raised was unrestricted and was spent on supporting the programmes described above, as well as on design and planning of the programmes for future periods, fundraising and our core costs of running the organisation.

As the charity has caught up on planned expenditure post the disruption of Covid 19 in our communities, our restricted funding carried forward has reduced to £395,815 (2022 - £458,587).

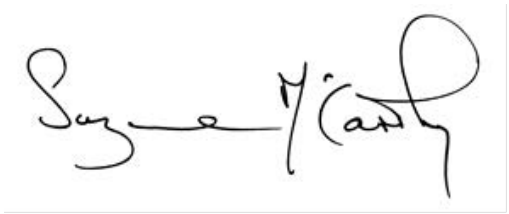
Reserves policy and financial position

The charity maintains an unrestricted reserve from which core and programme activities are funded in line with the approved annual plan and budget. As at 31 August 2023 the charity had a total reserve of £2,274,189 (2022 - £1,835,660) and unrestricted reserves of £1,878,374 (2022 - £1,377,073).

The trustees have made an adjustment to the charity's reserve policy in 2023 to better reflect the current economic conditions and the needs of a growing charity. The reserves policy, set in June 2023, sets out that the charity aims to have a total reserve of between 3-6 months of total expenditure at any time, with the charity aiming to finish any financial year with 5 months of reserve when compared to the budget for the next financial year. The charity also seeks to ensure that its unrestricted reserve never falls below 3 months of the charity's annual salary costs.

The range is currently calculated as £1.41m to £2.82m based on the 2023/24 approved budget and plan, with an unrestricted reserve target of £529,082. The current level of total reserve falls within this range, and the charity is significantly ahead of its unrestricted reserve target, so trustees are comfortable with the charity taking on further growth in 2023/24.

Approved by the trustees and signed on their behalf by:



Suzanne McCarthy
Chair of Trustees
Approved by the trustees on 26 March 2024





Part 8
Annual Accounts

Statement of Financial Activities

Year to 31 August 2023

Income and expenditure	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	Unrestricted funds £	Restricted funds £	2022 Total funds £
Income from:							
Donations	1	904,663	1,510,158	2,414,821	818,620	1,031,566	1,850,186
Charitable activities		-	831,256	831,256	31,088	565,156	596,244
Other income		18,877	80,600	99,477	1,577	33,580	35,157
Total income		923,540	2,422,014	3,345,554	851,285	1,630,302	2,481,587
Expenditure on:							
Raising funds		272,633	-	272,633	304,625	—	304,625
Charitable activities	2	149,606	2,484,786	2,634,392	422,897	1,860,596	2,283,493
Total expenditure		422,239	2,484,786	2,907,025	727,522	1,860,596	2,588,118
Net income (expenditure) for the year and net current movement in funds		501,301	(62,772)	438,529	123,763	(230,294)	(106,531)
Reconciliation of funds							
Fund balances brought forward							
at 1 September 2022		1,377,073	458,587	1,835,660	1,253,310	688,881	1,942,191
Fund balances carried forward							
at 31 August 2023		1,878,374	395,815	2,274,189	1,377,073	458,587	1,835,660

All of the charity's activities derived from continuing operations during the above financial periods.

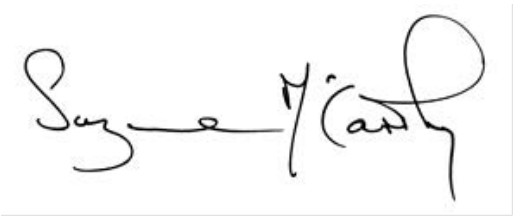
The charity has no recognised gains and losses other than those shown above

Balance Sheet

31 August 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets	7		**0**		998
Current assets					
Cash at bank		**2,200,056**		1,957,357	
Debtors	8	**342,815**		245,267	
		2,542,871		2,202,624	
Creditors: amounts falling due within one year	9	**(268,682)**		(367,962)	
Net current assets			**2,274,189**		1,834,662
Total net assets			**2,274,189**		1,835,660
The funds of the charity					
Funds and reserves					
Unrestricted funds		**1,878,374**		1,377,073	
Restricted funds	10	**395,815**		458,587	
Total funds			**2,274,189**		1,835,660

Trustee Signature:



Approved on:

26.03.2024

Statement of cash flows
Year ended 31 August 2023

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided (used in) by operating activities	A	242,699	(239,795)
Change in cash and cash equivalents in the year		242,699	(239,795)
Cash and cash equivalents at 1 September 2022	B	1,957,357	2,197,152
Cash and cash equivalents at 31 August 2023	B	2,200,056	1,957,357

Notes to the statement of cash flows for the year to 31 August 2023

A. Reconciliation of net movement in funds to net cash provided by operating activities

	2023 £	2022 £
Net movement in funds (as per the statement of financial activities)	438,529	(106,531)
Adjustments for:		
Depreciation charge	998	4,358
Increase in debtors	(97,548)	(189,174)
(Decrease) increase in creditors	(99,280)	51,552
Net cash provided by operating activities	242,699	(239,795)

B. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	**2,200,056**	1,957,357
Total cash and cash equivalents	**2,200,056**	1,957,357

No separate statement of changes in net debt has been prepared as there is no difference between the movements in cash and cash equivalents and movement in net cash (debt).



Principal Accounting policies

Year ended 31 August 2023

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation
These statutory financial statements have been prepared for the year ended 31 August 2023.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement
Preparation of the financial statements requires the trustees to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets;
- Allocation of support costs based on estimated staff time spent on each activity; and
- Estimating the value of donated services.

Assessment of going concern
The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 August 2024, the most significant area that affects the carrying value of the assets held by the charity is the level of donations income achieved (see the risk management section of the trustees' report for more information).

Income

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, income received from local/national government for delivery of charitable activities and other income.

Donations

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Income from charitable activities

This includes income charged to deliver our charitable services.

Donated services

Services donated include provision of legal advice and specialist consultancy. This is recognised as income in the period in which the advice or service was provided based on the value to the charity, which for the most part is the comparable market value. An equivalent amount is recognised in the same period as an expense in the relevant section of the Statement of Financial Activities.

Expenditure and the basis of apportioning costs

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. Expenditure comprises the following:

a. Expenditure on raising funds relates mainly to costs of staff time spent on raising funds and awareness of the organisation and the planned programme activities.

b. Expenditure on charitable activities in deliverance of the objectives set out in the Trustees' report relate mainly to costs of staff time and travel and payments to our collaborative partners.

c. Support costs relate to the costs of governance, IT, finance and other activities involved in managing the organisation. These have been allocated to activities based on estimates of the number of FTE staff engaged in each activity.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. They have been discounted to the present value of the future cash payment where such discounting is material. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fixed assets

Fixed assets costing £1,500 or more are capitalised on the balance sheet and depreciated on a straight line basis over their useful economic life (UEL).

Class of asset	*UEL*
IT equipment	3 years

Subsidiaries

Right to Succeed CIO has one wholly owned subsidiary, Right to Succeed Limited (company registration 08689873). The subsidiary is currently dormant.

Pensions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 5. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Notes to the financial statements

Year ended 31 August 2023

1 Donations

	Unrestricted funds £	Restricted funds £	2023 £
Donations	25,145		25,145
Grants	878,668	1,510,158	2,388,826
Donated services	850		850
2023 Total funds	904,663	1,510,158	2,414,821

	Unrestricted funds £	*Restricted funds £*	*2022 £*
Donations	*235,639*	*–*	*235,639*
Grants	*559,732*	*1,031,566*	*1,591,298*
Donated services	*23,249*	*–*	*23,249*
2022 Total funds	*818,620*	*1,031,566*	*1,850,186*

Donated services in 2023 comprise Communications advice from Jayne Moore (2022: legal advice by Baker McKenzie and Communications advice from Jayne Moore PR).

2 Charitable activities

	Activities undertaken directly £	Support costs £	2023 £
Programmes:			
- Blackpool	350,603	42,928	393,531
- Halton Lea	197,377	27,501	221,878
- Northwood	165,595	27,501	193,096
- Cradle to Career	874,835	76,972	951,807
- Norfolk	183,292	38,023	221,315
- Rochdale	131,762	37,402	169,164
- Sefton & St Helens	37,020	10,043	47,063
- Reach	26,695	-	26,695
Advocacy and Communicating our work	96,847	25,523	122,370
Place Matters	139,427	-	139,427
Data Projects	105,500	42,546	148,046
Total	2,305,952	328,439	2,634,392

	Activities undertaken directly £	*Support costs £*	*2022 £*
Programmes:			
- *KS3 Literacy*	*105,923*	*14,363*	*120,286*
- *Preventing Exclusions (Reach)*	*79,000*	*3,990*	*82,990*
- *Youth Employment (Pathways)*	*220,118*	*14,363*	*234,481*
- *Cradle to Career*	*737,729*	*76,604*	*814,333*
- *Every Child Manchester*	*119,934*	*23,141*	*143,075*
- *Halton & Knowsley Discovery*	*220,308*	*51,868*	*272,176*
- *Norfolk Discovery*	*129,600*	*27,929*	*157,529*
- *Blackpool Discovery*	*97,725*	*19,151*	*116,876*
Advocacy and Communicating our work	*92,064*	*23,939*	*116,003*
Place Matters	*48,484*	*–*	*48,484*
Data Projects	*145,342*	*31,918*	*177,260*
Total	*1,996,227*	*287,266*	*2,283,493*

3 Support costs

	Raising funds £	Programmes £	Data Projects £	Advocacy & communicating our work £	2023 £
IT and communications	5,115	39,055	3,829	6,382	54,381
Financial Administration	8,526	32,546	3,190	5,318	49,580
Governance (Note 4)	9,302	39,533	3,488	5,814	58,137
Other	45,259	149,235	15.016	25,032	234,542
	68,202	260,369	25,523	42,456	396,640

	Raising funds £	*Programmes £*	*Data Projects £*	*Advocacy & communicating our work £*	*2022 £*
IT and communications	*7,638*	*33,146*	*1,163*	*3,785*	*42,395*
Financial Administration	*15,965*	*52,610*	*5,442*	*7,257*	*81,724*
Governance (Note 4)	*15,017*	*49,489*	*5,120*	*685*	*76,451*
Other	*30,911*	*101,867*	*10,538*	*14,051*	*157,367*
	70,221	**231,409**	**23,939**	**31,918**	**357,487**

All support costs are allocated based on estimates of staff time spent on each activity.

4 Governance costs

	2023 £	2022 £
Audit fee	9,920	10,050
Legal fees	6,852	21,708
Trustee meetings and travel	370	1,905
Insurance	3,861	4,282
Staff costs	37,134	38,188
0ther Costs	-	318
	58,137	76,451

Pro Bono Legal fees in Governance Costs in 2023 were £nil and 2022 were £21,708.

5 Employee and key management remuneration

Summary
Staff costs during the year were as follows:

	2023 £	2022 £
Wages and salaries	**1,305,297**	1,179,636
Social security costs	**141,481**	127,359
Pension contributions	**107,782**	104,548
	1,554,560	1,411,543

Staff numbers
The average number of staff employed during the year on a headcount basis was 33.8 (2022 – 31.8). The average number of employees during the year, calculated on a full time equivalent basis (FTE), analysed by function, was as follows:

	2023 £	2022 £
Raising funds	**3**	3
Charitable activities	**20**	19
Core management and support	**8**	8
	31	30

Higher paid employees and remuneration of key management personnel

1 employee earned between £80,001 and £90,000 (2022 - 1 employee), 1 employee earned between £70,001 and £80,000 (2022 - No employee) and 1 employee earned between £60,001 and £70,000 (2022 - 2 employees).

No trustee received any remuneration for the period in which they served as a trustee. 9 Trustees claimed expenses for the period in which they served as a trustee totalling £370 (2022 - 9 Trustees claimed expenses totalling £1,905).

The charity purchased Trustees' indemnity insurance at a cost of £942 (2022 – £942) for the year. The policy provides indemnity for the Trustees and professional liability to a limit of £2,000,000.

The key management personnel of the charity are the trustees along with the Senior Executive Team. The trustees do not receive remuneration. The total employee benefits including National Insurance contributions of the key management personnel of the charity were £401,351 (2022 – £329,229). The increase in 2023 is due to salary increases and an additional member of the Executive Team.

6 Taxation

Right to Succeed CIO is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

7 Fixed assets

	IT Equipment £
Total cost at 1 September 2022	5,541
Total cost at 31 August 2023	5,541
Accumulated depreciation at 1 September 2022	(4,543)
Depreciation charge	(998)
Accumulated depreciation at 31 August 2023	(5,541)
Net book value at 31 August 2022	998
Net book value at 31 August 2023	-

8 Debtors

	2023 Total funds £	2022 Total funds £
Accounts receivable	**53,500**	18,065
Prepayments and accrued income	**104,013**	217,929
Other debtors	**185,302**	9,273
	342,815	245,267

9 Creditors: amounts falling due within one year

	2023 Total funds £	2022 Total funds £
Accounts payable	96,747	51,710
Taxation and Social Security	9,093	48,044
Accruals and deferred income	148,783	252,332
Other creditors	14,059	15,876
	268,682	367,962

Movement in deferred income

	£
Deferred income at 1 September 2022	131,667
Income released during the year	(131,667)
Income received and deferred	50,000
Deferred income at 31 August 2023	50,000

10 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations held to be applied for specific purposes:

	At 1 September 2022 £	Income £	Expenditure £	At 31 August 2023 £
Preventing exclusions (Reach, Big Lottery Fund Grant) - Legacy	26,695	-	(26,695)	-
Northwood	—	268,535	(256,938)	11,597
Halton Lea	-	209,022	(209,022)	-
Blackpool	12,500	360,944	(370,943)	2,501
Cradle to Career (North Birkenhead)	306,860	692,449	(909,482)	89,827
Wirral Weekenders	570		(570)	-
Sefton & St Helens	—	69,503	(56,203)	13,300
Norfolk	17,096	381,489	(209,292)	189,293
Rochdale	-	186,074	(186,074)	-
Capacity Building – other grants	49,769	70,371	(120,140)	-
Place Matters	45,097	183,627	(139,427)	89,297
	458,587	2,422,012	(2,484,784)	395,815

	At 1 September 2021 £	*Income £*	*Expenditure £*	*At 31 August 2022 £*
Preventing exclusions (Reach, Big Lottery Fund Grant) - Legacy	*105,695*	*—*	*(79,000)*	*26,695*
Every Child (Manchester)	*7,135*	*75,000*	*(82,135)*	*—*
KS3 Literacy (Blackpool)	*27,818*	*81,454*	*(109,272)*	*—*
Pathways for all (Blackpool)	*31,935*	*203,846*	*(223,281)*	*12,500*
Cradle to Career (North Birkenhead)	*364,339*	*699,929*	*(757,408)*	*306,860*
Wirral Weekenders	*—*	*10,000*	*(9,430)*	*570*
Blackpool Literacy Strategy (Discovery)	*—*	*110,000*	*(110,000)*	*—*
Liverpool City Region (Discovery)	*—*	*172,721*	*(172,721)*	*—*
Norfolk (Discovery)	*—*	*119,856*	*(102,760)*	*17,096*
Capacity Building – other grants	*117,349*	*63,916*	*(131,496)*	*49,769*
Data Platform Project	*34,610*	*—*	*(34,610)*	*—*
Place Matters	*—*	*93,580*	*(48,483)*	*45,097*
	688,881	*1,630,302*	*(1,860,596)*	*458,587*

Blackpool is funded by Big Change, the Dulverton Trust, Our Common Good, Porticus Foundation, the Stone Family Foundation and Youth Futures Foundation. The funds held at year end are from Big Change and will be applied in 2023/24.

Capacity Building is funded by a grant from the Fidelity Foundation for codifying practice and strengthening organisational infrastructure, in readiness for expansion to new areas.

Halton Lea is funded by Allen & Overy, the Liverpool City Region Combined Authority, the National Lottery Community Fund, the SHINE Trust and the Steve Morgan Foundation.

10 Restricted funds (continued)

Norfolk is funded by the Henry Oldfield Trust, the National Lottery Community Fund, RWE Renewables and the Youth Endowment Fund. Funds held at year end will be applied in 2023/24.

North Birkenhead, Cradle to Career is funded by the SHINE Trust and the Steve Morgan Foundation. Funds held at year end will be applied to delivery of Year 4 of the programme in 2023/24.

Northwood is funded by the Liverpool City Region Combined Authority, the Bank of America, the National Lottery Community Fund, the SHINE Trust and the Steve Morgan Foundation. Funds held at year end will be applied in 2023/24.

Rochdale is funded by Rochdale Borough Council (Department for Education PEIA).

Sefton & St Helens is funded by the National Lottery Community Fund, the SHINE Trust and the Steve Morgan Foundation. Funds held at year end will be applied in 2023/24.

Place Matters is a venture resulting from Project Place, a project managed by Right to Succeed in 2020/21 to develop the idea of a centre for place-based change in the UK. Place Matters is delivered by a team of consultants and will be incubated by Right to Succeed until it has its own legal entity (expected in the next 12 months). It is treated as a Programme for which the trustees are accountable and all income and expenditure relating to it is recorded as restricted. Any balance of restricted funds will be transferred to the Place Matters entity once it is established.



11 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	**At 31 August 2023 £**
Fund balances at 31 August 2023 are represented by:			
Tangible fixed assets	-	-	**-**
Current assets	1,994,391	548,480	**2,542,871**
Creditors: amounts falling due within one year	(116,017)	(152,665)	**(268,682)**
Total net assets	1,878,374	395,815	**2,274,189**

	Unrestricted funds £	*Restricted funds £*	*At 31 August 2022 £*
Fund balances at 31 August 2022 are represented by:			
Tangible fixed assets	*502*	*496*	*998*
Current assets	*1,474,330*	*728,294*	*2,202,624*
Creditors: amounts falling due within one year	*(97,759)*	*(270,203)*	*(367,962)*
Total net assets	*1,377,073*	*458,587*	*1,835,660*

12 Operating lease commitments

At 31 August 2023, the charity's future minimum lease payments under non-cancellable operating leases were as follows:

	2023 £	2022 £
Amounts due:		
Within one year	**56514**	68,200
Between one and two years	**0**	2,220
	56514	70,420

13 Related party transactions

The aggregate amount of donations received in the year from related parties was £nil (2022 – £nil).

There were no related party transactions during the year other than disclosed in note 5.

14 Liability of members

The charity is constituted as a charitable incorporated organisation. In the event of the charity being wound up members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.



Part 9
Independent Auditor's Report

Independent auditor's report to the trustees of Right To Succeed CIO

Opinion

We have audited the accounts of Right To Succeed CIO (the charity') for the year ended 31 August 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

— Give a true and fair view of the state of the charity's affairs as at 31 August 2023 and of its income and expenditure for the year then ended;
— Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
— Have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.
Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and accounts, other than the accounts and our auditor's report thereon. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

— The information given in the trustees' annual report is inconsistent in any material respect with the accounts; or

— Sufficient accounting records have not been kept; or

— The accounts are not in agreement with the accounting records and returns; or

— We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

— The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

— We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;

— We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including 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), the Charities Act 2011, data protection legislation, safeguarding, employment, and health and safety legislation;

— We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and

— Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

— Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

— Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

— Performed analytical procedures to identify any unusual or unexpected relationships;
— Tested journal entries to identify unusual transactions; and

— Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

— Agreeing financial statement disclosures to underlying supporting documentation;

— Reading the minutes of the trustee meetings;

— Enquiring of management as to actual and potential litigation and claims; and

— Reviewing any available correspondence with the Charity Commission and other regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/ auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report.

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

Buzzacott LLP
Statutory Auditor 130 Wood Street London EC2V 6DL
Date: 16 April 2024
Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006



RIGHT TO
SUCCEED

Right to Succeed CIO

England & Wales - Charity number 1160886

Accounts



RIGHT TO SUCCEED

RIGHT TO SUCCEED
ANNUAL REPORT & ACCOUNTS

2021/22

Charity Registration Number: 1160886



RIGHT TO SUCCEED

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02 Shared measurement system

03 Mutually reinforcing activities

04 Continuous communication

05 Backbone support organisation

OBJECTIVES AND ACTIVITIES

Who we are and what we do

Right to Succeed supports communities in areas of high deprivation to work collectively to give children and young people the best start in life.

We do this because we believe every child deserves the right to succeed, no matter where they live. We bring together residents, professionals and decision-makers to co-design a programme that is bespoke to the needs of the local community.

We call this way of working "place-based change".

How we work

Together with local residents, professionals and leaders, we:

Bring together local community and stakeholders

- Children & Young People
- Adult Residents
- Community Organisations
- Education Settings
- Donors
- Business
- Public Sector

To co-design a plan that meets the needs of the local community, framed by a shared vision and shared measures of success.

Resulting in strong communities where every child is supported to succeed.

Our work ultimately benefits children and young people by creating:

- Inclusive, safe and healthy environments
- More joined-up support
- A+ Better access to education
- Greater participation in decision making

Watch our animation that explains how we work

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Our role in place-based change programmes

We are the backbone support organisation, working to help communities create sustainable place-based change.

We establish the principles of place-based change

It's important to fully understand the community, and then build trust and consensus upon priorities and the way forward.

We believe place-based change should be research-informed, locally led and sustainably designed.

We work with the community through a robust change process

The approach to change should be underpinned by foundations of effective practice, but flexible to the unique local context.

We apply a collective impact method to work towards the shared measures of success, and continually evaluate and refine our approach.

We build and strengthen partnerships

Place-based change requires a significant number of effective partnerships across the public, private and community sectors.

We work with local and national partners to secure long-term commitments, develop collaborative solutions, and build capacity locally.

We work to influence the balance of power in decision-making

For place-based change to be sustainable, the community and young people need to be active participants in the decisions that affect them.

We support local people to achieve the change they need and establish governance structures that increase community participation in decision making.

RIGHT TO SUCCEED

"Right to Succeed have galvanised a partnership focus and collaborative effort both at a county and local level, to lay the solid foundations that will ensure the success of this project."

Phil Watson, Director of Children's Social Care, Children's Services, Norfolk County Council



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How we're closing the disadvantage gap

The disadvantage gap for children and young people is widening.

Last year, the attainment gap between poorer pupils and their peers stopped closing for the first time in a decade, even before the COVID-19 pandemic had impacted the education system.

Right to Succeed works in areas of high deprivation to strengthen the communities and systems that can support children and young people to succeed. All our programmes include a strong focus on literacy; without this core skill, the opportunities open to children and young people remain limited.

Low literacy

Literacy is a core skill that underpins pupils' successful progression through school, and their transition into adulthood and employment.

Children with low literacy levels find it difficult to engage with every part of the curriculum.

Our research has found a high correlation between low literacy levels and permanent exclusion from school.

Risk of being excluded

Children living in poverty are 4 times more likely to be excluded than their peers.

Only 4% of children who are excluded from school achieve English and maths GCSEs.

Being excluded can also have a negative impact on a young person's mental health.

Limited access to opportunity

Young people from disadvantaged backgrounds are disproportionately likely to be NEET or underemployed than their peers.

This "employment gap" has a negative effect on individual life chances that endures, imposing a high cost on them, society and our economy.

This cycle of disadvantage can continue into future generations.

Risk of becoming NEET

Pupils who have been excluded are 10 times more likely to be not in education, employment or training (NEET) after their GCSEs.

They also make up a disproportionate number of those who go on to be long-term NEET.

References: Education in England: Annual Report 2020, Education Policy Institute; Timpson Review of School Exclusion, Department for Education, 2019; Child and adolescent mental health trajectories in relation to exclusion from school from the Avon Longitudinal Study of Parents and Children, Ford et al., 2020; Warming the Cold Spots of Alternative Provision, Centre for Social Justice, 2020; Characteristics of young people who are long-term NEET, Department for Education, 2018.

RIGHT TO SUCCEED

In some of the country's most deprived areas, we have supported communities to break this cycle of disadvantage by:

Closing the literacy gap

- Using robust assessments to understand the needs of children and young people
- Practitioner training to improve literacy across the whole school and in all subjects
- Collaborative working between schools to improve the quality of literacy teaching across the curriculum for all children

Reducing fixed-term and permanent exclusions

- Focusing on diagnostics to understand the root causes of persistent disruptive behaviour
- Implementation of specific interventions and whole-school approaches
- Facilitating integrated working between schools and alternative provision settings to support all children to learn and thrive

Increasing participation of school leavers in education, employment and training

- Developing young people's agency through one-on-one work with engagement coaches
- Coordinating multi-agency approaches to support young people's transition to post-16 education, employment and training
- Improving town-wide structures to encourage ownership of the challenges and solutions

Strengthening communities and increasing access to opportunities

- Improving access to and engagement with services
- Encouraging local pride and participation in local decision-making
- Coordinating a multi-agency approach to supporting families, children and young people, and delivering joined-up services

These key themes are all interlinked and by working with communities to address one or more, we are helping to break the cycle of disadvantage and ensure that every child has the right to succeed, no matter where they live.

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ACHIEVEMENTS AND PERFORMANCE

Our impact in 2021/22

Programme delivery activity →

Beneficiaries →

Systems and structures

90

partner organisations worked with

We work collectively with partners to improve the systems and structures that impact children and young people.

Community around the child

2,784

practioners, parent and carers engaged, trained or supported

We engage parents, carers or practitioners in activities such as training or community of practice sessions to help them better support children and young people.

Children and young people

20,812

children and young people benefitted

Children and young people benefit from more inclusive schools, improved literacy and support to achieve positive prospects when they leave school.

.

Through our work, we have:

- **Directly supported 7,747 children and young people** who have received a targeted intervention that is funded by one of our programmes.
- **Reached 13,065 additional children and young people** through the work we do with the adults around them or to improve the systems and structures that support them.



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Thank you to our supporters

Over this year we have received significant support in the form of advice, financial support, pro-bono office support and technical expertise from a range of individuals and organisations for which we are sincerely grateful.

These supporters include:

Funders

Allan and Gill Gray Philanthropy, Allen and Overy, Bank of America, Big Change, Charities Aid Foundation, DCMS via the Steve Morgan Foundation, Esmée Fairbairn Foundation, Fidelity Foundation, the Food and Drink Federation, Garfield Weston Foundation, John Laing Charitable Trust, The Linbury Trust, Montpelier Foundation, the Peter Cundill Foundation, Porticus, SHINE Trust, Steve Morgan Foundation, Swire Charitable Trust, The National Lottery Community Fund, Treebeard Trust and Youth Endowment Foundation.

Public Sector

Blackpool Opportunity Area, Blackpool Council, Belfast City Council, Great Yarmouth Borough Council, Halton Borough Council, Knowsley Borough Council, Lancashire County Council, Liverpool City Region Combined Authority, Manchester City Council, Norfolk County Council and Wirral Council.

Support and advice

Baker McKenzie, Credit Suisse, Darkhorse Design and Jayne Moore Media

RIGHT TO SUCCEED

Where we worked in 2021/22

We work in the top 10% most deprived communities in the UK.

Since Right to Succeed was founded in 2015, we have worked and continue to expand our work in the following communities:



On the following pages, we have outlined the progress we have made on each of our collective impact programmes in the year ended 31 August 2022.

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BLACKPOOL – KEY STAGE 3 LITERACY

Blackpool Key Stage 3 Literacy is a collective impact project focused on improving the literacy capability of all 11-14 year-olds across the town, through a research-informed, asset-based approach, leading ultimately to improved GCSE progress and attainment across a range of subject areas.

Year of delivery	Year 4
Funders	Blackpool Opportunity Area, Porticus, John Laing Charitable Trust
Schools	9 including the pupil referral unit
Partner organisations	1 - GL Assessment

6,202

children & young people received or accessed interventions

12 month

reading gap closed across all pupils by the end of Year 9

27%

reduction in days lost due to suspensions (vs-15% nationally)

77

practitioners trained

How it works

Literacy and Evidence Leads appointed within a school, and supported by the Special Educational Needs Coordinator, work with Right to Succeed to identify pupil needs, design solutions based on evidence, deliver in a carefully monitored way and reflect on learning to inform future delivery.

What we did in 2021/22

Interventions

We worked with schools and the pupil referral unit to support teachers to collectively identify and deliver effective interventions:

- Lexonik
- Literary Canon
- Accelerated Reader
- Bedrock Learning

Training

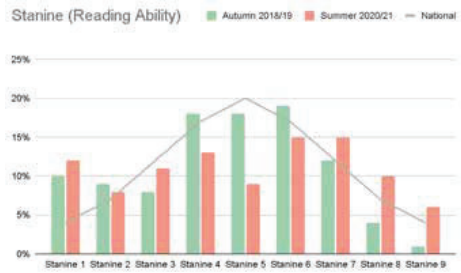
Responding to low literacy levels

Dr Jessie Ricketts delivered training to improve use of assessments and decision trees to match students to reading and literacy interventions.

Disciplinary literacy

Alex Quigley from the Educational Endowment Foundation delivered training to support the secondary schools to develop their disciplinary literacy. Disciplinary literacy refers to the reading, writing, talking and thinking practices that are unique to specific school subjects.

In years 1 to 3, there was a 73% increase in high-ability readers



Improved literacy is correlated to reduced exclusions and days lost in Blackpool secondaries

-14%
decrease in the number of pupils with one or more suspensions vs -2% nationally.

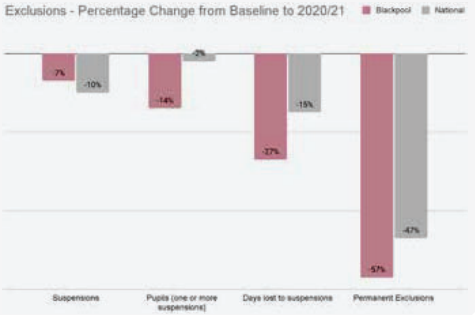
-27%
decrease in the number of days lost to suspensions vs -15% nationally.

-57%
decrease in the number of permanent exclusions vs -47% nationally.

Early research conducted by the programme found low literacy was correlated with high risk of exclusion in Blackpool.

During the first three years of the programme, suspensions and exclusions across Blackpool secondary schools dropped at a greater rate than nationally (see chart). Over the same period, the number of pupils attending alternative provision dropped by 19% (317 to 256) while increasing nationally by 14%.

The focus on literacy has been part of a town-wide approach to inclusion and improving children's educational outcomes. While we cannot prove a direct causal link between improved literacy and reduced exclusions, education professionals in Blackpool believe it is fundamental to the approach.



"The Literacy Project has focused on the whole child and has made the correlation between high rates of exclusion and low literacy rates within schools. By cross-referencing data [from reading and pupil attitudes' tests] and information from our pastoral teams, we have been able to identify patterns of behaviour within school and ensure pupils feel included and recognised within the school environment, which has been a game changer."

Sarah Minton, Literacy Lead, Highfield Leadership Academy

"The Literacy Project had a vital role in reducing exclusions. During a September behaviour review, students were listed who have made significant changes and are now attending and engaging with their classes (no longer at risk of exclusion) - every child on the list had received specific literacy intervention from the Reading Team. While it can't be said that this was the direct cause, the work of the literacy project is undoubtedly a factor."

Beverley Priestner, Reading Team Lead, English Teacher, South Shore Academy

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GCSE attainment in Blackpool is improving

Since 2018/2019, the percentage of pupils achieving grades 5 or above in English and Mathematics GCSEs rose by 4 percentage points in 2021/2022[1].

Collective working is improving

6/7

schools surveyed agreed collective working has had a positive impact

100%

of schools surveyed agreed better working activities or interventions had been developed

"We have been able to communicate more effectively between ourselves as schools. This in turn has led to us being able to improve and develop a range of strategies to best support students and staff."

Anonymous survey respondent

Good examples of schools collaborating include: town-wide licences for reading interventions; a common approach to literacy, including form-time reading programmes; a shared 'decision tree' for screening low-ability readers; a 'disciplinary literacy' audit for schools to assess how well they are supporting literacy in different subjects; and joint training sessions with literacy expert Alex Quigley.

"Thank you for all the support over the past 3 years. I truly believe the KS3 Literacy project is the most positive programme I have been involved in, and over the many years of being in education I have been privy to a lot! Our children in Educational Diversity have benefitted from it as Literacy is a high priority for us and will remain so."

Heather Smith, former Deputy Headteacher at Educational Diversity (PRU), Blackpool

Plans for 2022/23

Embedding whole-school approaches

Supporting the lowest ability readers and embedding whole-school approaches to Key Stage 3 literacy.

Collaborative working with primary

Sharing learning with primary schools and piloting a collaborative working model that can be rolled out across the town.

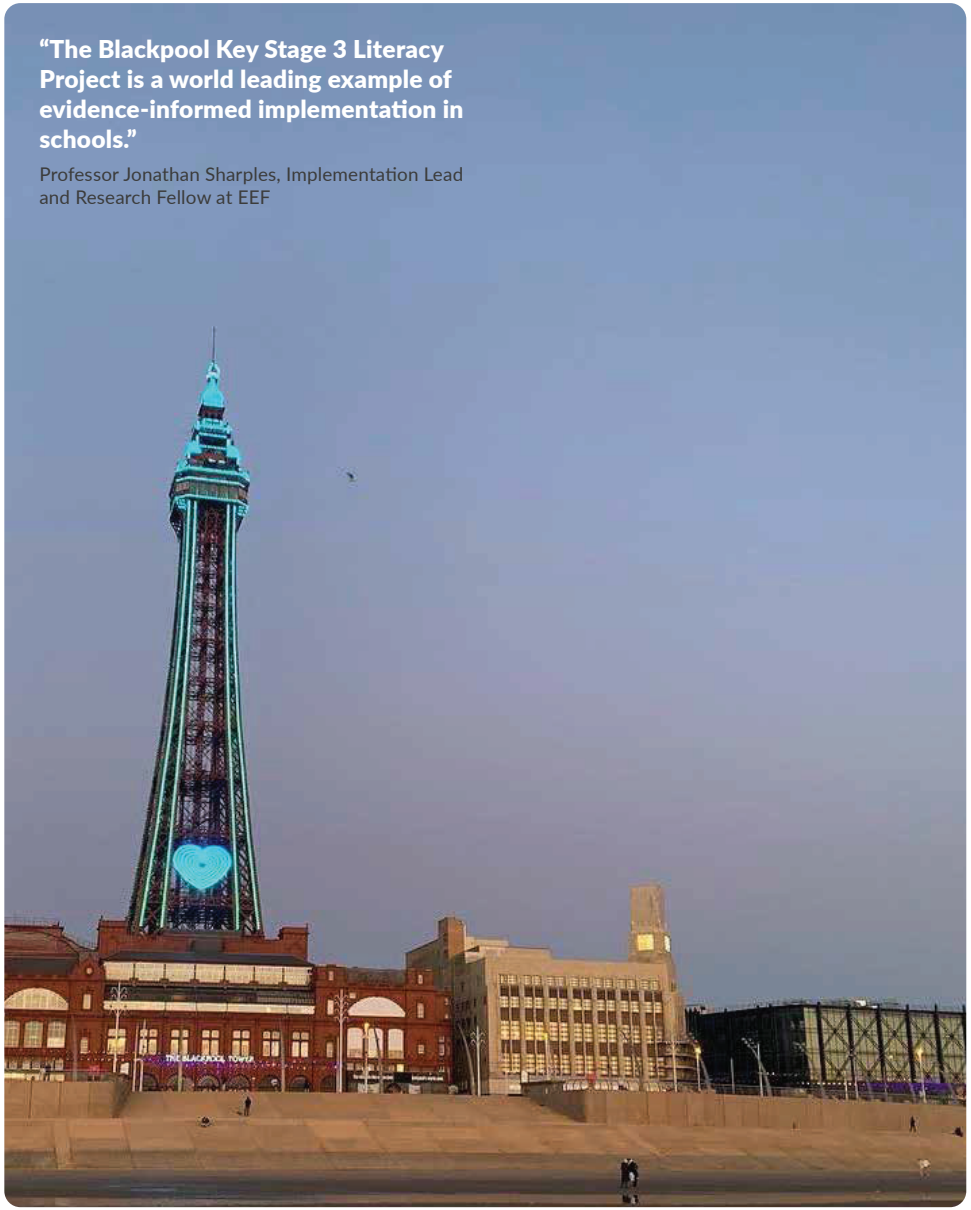
Increasing collaboration across the town

Informing the development of Blackpool's 10-year education strategy with learning from the programme.

Thank you to the Blackpool Opportunity Area and Porticus, as part of the IntegratED programme, for their generous support of this work, and to all our core funders (see p.12), without whom none of this work would be possible.

"The Blackpool Key Stage 3 Literacy Project is a world leading example of evidence-informed implementation in schools."

Professor Jonathan Sharples, Implementation Lead and Research Fellow at EEF



[1] Source: Key stage 4 performance, KS4 local authority data

BLACKPOOL – PATHWAYS FOR ALL

The Pathways for All programme provides advice and support for vulnerable young people when moving between schools and colleges and into further education or training, to ensure that they are offered the best possible level of support at this critical transition point.

Year of delivery	Year 3
Funders	Blackpool Opportunity Area, Porticus and John Laing Charitable Trust
Schools	8
Partner organisations	8

361

children & young people receiving Engagement Coach support

79%

of at risk young people were in full-time education be the end of December (vs 66% in previous year)

91%

of young people on the Pathways for All cohort from mainstream were engaged in, or working towards, education, employment or training at the end of Spring 2021/22

65%

of the Pathways cohort from the pupil referral unit were in sustained destinations by March 2022, compared to 59% nationally)

How it works

The programme supports young people identified as at risk of becoming not in education, employment or training (NEET) to achieve sustained post-16 destinations through two streams:

- **Developing agency:** Engagement Coaches working directly with young people; and
- **Improving structures:** a town-wide approach to defining ownership of the NEET issue and effectively coordinating multi-agency support.

Key activity

NEET Risk Assessments

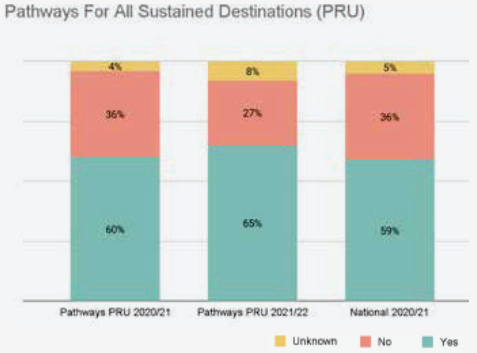
3,727

young people assessed on risk of becoming NEET

The Risk of NEET Indicator assessment allows practitioners to identify the risks of a pupil becoming NEET when they leave school. We now have the risk of NEET data for 3,727 young people aged 14-18 across Blackpool and it is being used to see which indicators most correlate with young people becoming NEET at post-16. In turn, this learning can be used to identify pupils that are at risk of becoming NEET and so putting support in place whilst they are still at school.



More vulnerable school leavers are in sustained post-16 destinations



91% of the Pathways cohort from mainstream schools were in sustained destinations by March 2022 compared to 94% nationally. The cohort was selected because they were most at risk of NEET so to be just below the national average (which includes all pupil regardless of risk) is really positive. This figure increased from 82% the previous year.

65% of the Pathways cohort from the pupil referral unit were in sustained destinations by March 2022, compared to 59% nationally. It's positive that this is higher than the national average and is up from 60% last year.

Plans for 2022/23

Ongoing work with Blackpool Council to monitor town-wide NEET rates

We are now supporting Blackpool Council to develop a shared measurement framework to measure the progress of their 10-year Employment and Skills strategy. This will include tracking NEET across the town and using the Risk of NEET Indicators to identify children at risk of NEET.

Thank you to The Dulverton Trust, Porticus and John Laing Charitable Trust for their generous support of the programme to date, and to all our core funders (see p.12), without whom none of this work would be possible.

Case studies

Ishaan's story: re-engaging with and securing education, employment or training

Ishaan* has a diagnosis of Autism and has struggled in mainstream school to build and maintain strong friendships. He started to attend the pupil referral unit (PRU) and needed to rebuild his confidence. Ishaan and his family were reluctant to consider any post-16 offer due to previous negative experiences in education and they were not fully aware of the different options available.

Risk of NEET Indicators

- Education, Health and Care Plan (EHCP)
- Attended a PRU
- Substance abuse
- Permanent exclusion
- Suspension
- Missed education
- Home instability
- Mental health and/or wellbeing concerns
- CAMHS
- Physical health

The Engagement Coach:

Discussed all of the options with Ishaan and his family and established that he had an interest in music, which he could study at college.

Supported transition to college through:

- **Discussing a bespoke timetable and the individual learning support** available with course tutors and college staff.
- **Worked through the Transition Workbook** with the pupil's tutor and Ishaan to prepare him for transition.
- **Arranged a one-to-one transition visit** to college with the Transition Coordinator.

Positive outcomes

Ishaan is coping well, has made some friends and is looking to continue with his studies and progress onto the Level 3 course next year.

Sophie's story: building confidence and self-esteem through short-courses

Sophie* was no longer living with mum and had lived in two different supported living environments. She was attending the pupil referral unit (PRU) and suffers with poor mental health due to substance abuse. Sophie initially attended college but due to multiple factors, ended up withdrawing from the course after one month.

Risk of NEET Indicators

- SEN Support
- Substance Misuse
- Attended PRU
- Missed periods of education
- Home Instability

The Engagement Coach:

Arranged a meeting with Groundworks to discuss a short course. The 6-week course gave them the opportunity to re-build their self-esteem and confidence. All professionals were in agreement that this was a really good opportunity for the young person even though it was for a short period of time.

Discussed which provider could help Sophie achieve an apprenticeship in construction, after some work experience triggered an interest.

Will support their application for a traineeship and ensure they have a bus pass to attend the course.

*Names and identifying details have been changed

Positive outcomes

The support of an Engagement Coach through Pathways for All has enabled Sophie to have a continuity of support through transitioning to suitable training provider who can meet their complex needs.

RIGHT TO SUCCEED

"Pathways for All provides vital support to young people who might otherwise fall out of education or training altogether. Through collaborating with local schools to identify children at risk of becoming NEET, the engagement coaches can work proactively to make sure vulnerable young people are supported to fulfil their potential."

Victoria O'Farrell Headteacher, Educational Diversity, Blackpool



Collective Impact Conditions

01 A common agenda | 02 Shared measurement system | 03 Mutually reinforcing activities | 04 Continuous communication | 05 Backbone support organisation

MANCHESTER – EVERY CHILD

Every Child was a unique opportunity for schools to collaborate, learn from differences, challenge perspectives and support each other to identify and respond flexibly to the needs of children. It ran for three years and finished in July 2022.

Year of delivery	Year 3
Funders	Shine, Four Acre Trust and Manchester City Council
Schools	16 primary and secondary
Partner organisations	23

40%

reduction in the number of pupils who have been in internal inclusion

45%

increase in number of pupils with highest reading ability

How it works

Every Child aimed to:

- Identify the complexity around improving inclusion
- Build capacity of staff within schools
- Facilitate collective working and sharing best practice
- Achieve long-term sustainable change through whole-school approaches

Key activity

Training and CPD

Over the three years of the programme, we delivered training that supported robust whole-school implementation

60

practitioners attended training

500+

further practitioners upskilled through whole-school training

Investment in CPD and training has enabled project schools to improve staff's capacity to respond to and manage the needs of all their learners, based on evidence- informed approaches.

"Professional development that builds knowledge, motivates teachers, develops techniques and embeds practice is our best bet at ensuring that teachers are equipped to deliver the best outcomes for young people."

Susie Fraser, Director of Manchester Communication Research School

Whole school implementation of inclusive approaches

nurtureuk

Elklan Training to Support Children's Language and Learning

Education Endowment Foundation

Suspensions reduced 8x more than nationally

-25%

reduction in number of suspensions across Every Child secondary schools since programme began vs 3% nationally

There was a significant improvement among the lowest ability readers

+6.5

increase in average Standard Age Score for lowest ability readers (significant change)



Schools are analysing datasets to identify pupils at risk of exclusion

The schools have combined the reading ability and attitudes to school and self assessment data with attendance and behaviour data and other available datasets held within school.

"Through the use of the PASS data and triangulation of other data, alongside feedback from teachers we are able to gain a more holistic approach to supporting pupils"

Project School Lead, taken from Culture Change Survey, Spring 2021

Plans for 2022/23

This programme ended in 2021/22 but the learning from it has informed Manchester City Council's city-wide Inclusion Strategy moving forward.

Thank you to SHINE and Four Acre Trust for their generous support of the Every Child programme, to Credit Suisse for additional funding for our inclusion work, and to all our core funders (see p.12), without whom none of this work would be possible.

Case study

Manchester Communication Academy: Intervening with a Year 11 at risk of exclusion

Pupil C was involved in a serious incident in Year 8, which triggered a significant decline in their attendance and ability to stay in school through KS3 and into KS4.

What we did

Completed a Boxall profile, applied for EHCP for the pupil, having previously been turned down and this was approved second time around with support of SENCO.

Integrated pupil into Home provision, travel plan implemented and curriculum shared with tutors.

Home was a new Learning Centre, established to improve SEMH support and reduce incidents of challenging behaviour at KS3. All pupils have an appropriate space and equipment to learn in an environment that supports them to regulate their behaviour before being supported back fully into mainstream.

Whole-school de-escalation training with behaviour profiles created for pupils and every child to have a pupil profile.

Nurture training embedded within staff training, including behaviour as communication and transition.

Impact

Pupil C:

- Sat all GCSEs
- No unauthorised absences
- Reduction in behaviour points: 36 to 7
- Improved attendance
- Enrolled onto college course

Whole school: Nurture training allowed for reintegration of more pupils into the mainstream classroom.



RIGHT TO SUCCEED

NORTH BIRKENHEAD – CRADLE TO CAREER

Cradle to Career aims to significantly improve literacy standards among children, give families easy access to the support they need, improve the quality of life for all and create new opportunities for local children and young people.

Year of delivery	Year 2
Funders	Steve Morgan Foundation SHINE Wirral Council
Schools	8
Partner organisations	15 organisations that are contracted delivery partners

65%

increase in children with highest reading ability

1.8x

higher social care step-down rate when compared to Wirral-wide

83%

of Services and Community Group respondents have seen more opportunities for partnership working as a result of Cradle to Career

How it works

Cradle to Career has big ambitions in three key areas:

- **Education:** Schools becoming world class in identifying and meeting the needs of their learners.
- **Family & Services:** Improve the engagement and support of the most vulnerable families, and give them the opportunities they need to be healthy and happy. Services completely re-designed in partnership with the local community, driving collaboration through the system.
- **Community:** The community owning the development of local culture and the local offer, addressing key issues affecting them.

Progress in Education

Cradle to Career has facilitated a number of collective projects to support pupils' progress.

Early language project

Watch the Early Language video

"This [Early Language] project is a never-ending journey of learning and development where we are reflecting on what's working, seeking advice and then implementing solutions for our pupils."

Gemma McMahon, Teacher, Coop Academy Portland

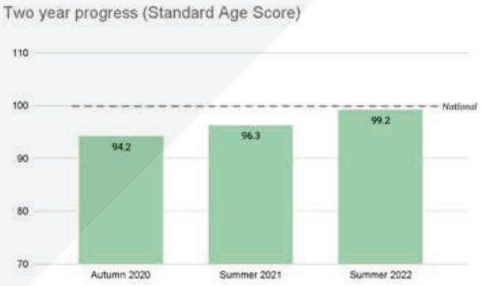
School-based literacy projects

Watch the Big Read project video

"[I've] seen direct academic improvement amongst children around literacy and reading for pleasure."

Greg Edwards, Headteacher, The Priory Parish Primary School

Pupils have gained 11 months above expected reading progress since the start of Cradle to Career



Progress in Family & Services

Community Support Team

The Community Support Team is improving support for vulnerable families.

£110,000

awarded to 4 collaborative projects

Reduced need for high levels of social care intervention

Children are being moved to lower levels of social care support at a rate 1.8 greater than across the whole borough of Wirral.

Oct 21 - Mar 22 (Y2)	Cradle to Career	Wirral-wide
Social care step-down rate	43 per 10,000	24 per 10,000

By taking a multidisciplinary approach, all of the available support within the community is joined together in an overall early intervention offer across the local area, meaning that more families and professionals are aware of what is available and how to access support.

It means team members can get to know local families and provide the right support at the right time.

"I think C2C is the start of the changes for Wirral. I think they recognise that we need hubs in areas and for me, one of the key factors is that we're accessible for families."

Nicole Bailey, Social Worker, C2C Community Support Team

The Service Collaboration Fund

The Service Collaboration Fund is enabling community-led projects to meet identified gaps in local provision

£110,000

awarded to

4

collaborative projects



Children at a Builder Book workshop, one of the successful collaborative projects



The Charlie Landsborough Mural at Birkenhead North Station celebrates one of the North End's local heroes.

Youth offer

The new youth offer is improving the lives of young people in North Birkenhead

17

sessions of the youth hub since launch in June 2022

195

young people reached through outreach sessions

Progress in Community

The Community Seed Fund has helped to kick-start more community-led projects

£23,000

awarded to

14

community projects

Plans for 2022/23

Cradle to Career is focused on strengthening and scaling the successful projects developed in Year 2, and continues to evidence the impact Cradle to Career is having within the community.

We will:

- **Continue the momentum** of projects embedded in Year 2
- **Monitor the early impact** of pilot projects and adapting where necessary
- **Develop sustainability plans** for projects demonstrating outcomes
- **Monitor and evaluate** collective working between partners
- **Increase capacity** of community organisations and individuals

Thank you to Steve Morgan Foundation, SHINE and Wirral Council for their generous support of the programme, and to all our core funders (see p.12), without whom none of this work would be possible.

Supporting Sam and her family

Sam* was referred to Family Connectors to provide support for a house move that would ultimately help her provide stability for her and her five children.

After talking to Family Connectors Sam revealed she and her family felt isolated, they didn't go out and the children didn't socialise with others as they came straight home from school. She wanted to be able to give them a home where they were all together and felt safe and secure.

How Family Connectors supported Sam

The Family Connectors suggested housing options Sam could apply for and drop-in sessions she could attend so that she could talk face to face with someone rather than over the phone as this was often confusing. And to also continue following up with the Police to support her concerns regarding her ex-partner.

The service gave her contacts for organisations that her daughter could visit to help with her mental health and be amongst peers that could help her to socialise. Throughout Sam's journey the service offered emotional support, sometimes she just needed someone to listen and understand how she was feeling.

Impact

After acting on the advice and support she was given by Family Connectors, Sam was able to move her family out of the area to her dream house, and her children to schools closer to the new family home. Her daughter started attending RASA sessions and life for the family is improving significantly.

*Name and identifying details have been changed



RIGHT TO SUCCEED

Supporting low-ability readers at Birkenhead Park School

In autumn 2020, a significant number of year 7 and 8 students attending Birkenhead Park School were identified as a concern due to having weak literacy skills compared with the national average. Around 30% of the students having a reading age much lower than their actual age, some as low as year 3 equivalent.

A varied model of support was put into place including:

- adapted English curriculum
- appointment of KS2/Phonics Practioner
- Lexia Reading software
- one to one time with teachers

Throughout the intervention period the students had one to one time with teachers, they were set individualised goals based on their needs and circumstances, and given the support needed to reach them.

The interventions were successful in improving literacy amongst the identified students. Staff also found the methods used useful for their development. A culture of talking about the importance of literacy, and championing this across the school has now grown, finding this helps to become more effective when supporting students.

Impact:

- Improved literacy skills
- Motivated pupils
- Created a culture of working together

"Children that were struggling volunteered or were asked to read out loud in their History lesson yesterday and they all did it extremely well! They have all been using the Lexia reading software which has clearly done wonders for their confidence when reading"

Matthew Hawthorne, Humanities Teacher

"Some of my students struggled with basic grammar and punctuation but I am so proud of how far they have come in the last few months – you can really notice the difference in their work!"

Gemma Smith, English Teacher

REACH

The REACH programme aimed to help schools meet the complex needs of pupils identified as at risk of exclusion in 30 primary and secondary schools in Blackpool, Doncaster and North Belfast.

REACH was a three-year learning programme plus an additional legacy year, used to embed tested strategies and disseminate learning to wider audiences. It aimed to:

1. **Deepen understanding** of the needs of those most at risk of exclusion
2. **Develop systemic solutions** to address these needs
3. **Share best practice and learning** with a range of stakeholders

Year of delivery	Year 4 - Legacy Year
Funders	The National Lottery Community Fund
Schools	29
Partner organisations	13

Key activity

Blackpool

Developing trauma-informed practice in schools we worked with Better Start to co-design a pilot for developing trauma-informed practice in schools to support some of the most vulnerable pupils in the REACH cohort.

The pilot included funding a trauma-informed implementation manager to work across the Blackpool REACH schools, and School Centred Initial Teacher Training played a pivotal role in fast-tracking the roll-out of trauma-informed practice.

Workstreams 1, 2 and 3 of the pilot were delivered during the REACH legacy year and workstreams 4 and 5 will be delivered as part of Better Start's ongoing work and long-term sustainability of REACH in Blackpool.

Trauma-informed pilot workstreams delivered in Legacy Year

1. **Training:** More than 395 key stakeholders trained in what trauma-informed practice would look like in each school, what they are doing already and what can be improved.
2. **Working group:** Parents, young people and school staff have worked together to understand the needs of pupils and to identify key areas for change.
3. **School policy review:** All six schools participating in the pilot carried out reviews of their current practice and have put in place school improvement plans based on the trauma-informed training they have received.

Doncaster

In Doncaster's REACH legacy year we worked to improve inclusive practice in schools through upskilling school staff in communication techniques via Paul Carlisle's 'Enable' programme.

Belfast

In the legacy year, we worked closely with school leads in the production of the REACH Belfast impact video.

Key stakeholders from Holy Family Primary School travelled to our learning event in Rochdale to represent the North Belfast project's work and share learning from their experience on the programme.

The overall aims of the REACH programme's fourth, legacy, year were to:

1. Demonstrate the achievements of the programme

We have produced three videos during the legacy year to demonstrate the achievements of REACH in each location.

The videos have been published and shared with other communities to inspire them to take a collective approach to improving inclusion within their schools.

Blackpool

Belfast

2. Encourage wider uptake of approaches to reduce exclusion and promote inclusion, and encourage future funding for similar work

In September 2022, we started a year-long Discovery process for a new collaborative project to improve inclusion across the borough, working with Rochdale Council and all local secondary schools, special schools and alternative provision.

Attendees from Rochdale have been inspired to start an inclusion programme since learning about the impact REACH and other work has had within Blackpool.

"Seeing the impact of the literacy and inclusion progress in Blackpool has been the compelling evidence base to move forward with the inclusion programme in Rochdale, where there is real purpose and a moral imperative shared by senior leaders to do something different and improve outcomes for children and young people."

Gillian Barratt, former Head of Schools at Rochdale Council and now Head of Primary Improvement at Altus Education Partnership

3. Share learning within wider audiences

During the legacy year, we hosted two learning events to share learning from REACH.

Blackpool REACH Webinar, April 2022

On the webinar the panel explored:

- The biggest challenges facing the PRU and schools in Blackpool with high rates of exclusion
- How primary and secondary schools worked together to tackle these challenges
- How interventions have been scaled up to whole-school approaches
- Blackpool's future plans on inclusion
- How lessons learned in Blackpool can be applied to other places facing similar challenges

A recording of the event is available to watch here.



REACH Learning Event, Rochdale, September 2022

We hosted a range of sessions delivered by key stakeholders involved in REACH including headteachers from Blackpool and Belfast and Jane Leigh who is leading on embedding trauma-informed practice in Blackpool.

The aims of the event were to:

- Draw together key learning around inclusion across the work of REACH over the last three years.
- Share the collective impact principles with new audiences
- Profile key learning for the educational leads involved in our work
- Ask those who'd been involved in REACH to deliver keynote speeches to bring to life the findings and impact of the programme

"Through REACH, we've developed much stronger partnerships with other schools on the programme and also other schools in the town. We were able to look at their interventions and what's working and this learning has enabled us to widen our set of interventions and provide better support for our pupils."

Stephen Cooke, Headteacher, Unity Academy, Blackpool

Plans for 2022/23

This programme ended in 2021/22 but the learning from is informing the implementation of Blackpool's 10-year Education Strategy and trauma-informed practice continues to be rolled out across the town, with the publication of best practice guidelines due December 2022.

Thank you to The National Lottery Community Fund for their generous support of the REACH programme, to Credit Suisse for additional funding for our inclusion work, and to all our core funders (see p.12), without whom none of this work would be possible.

RIGHT TO SUCCEED

DISCOVERY PROJECTS

This year, we completed three Discovery projects:

Discovery Project	Halton, Liverpool City Region	Knowsley, Liverpool City Region	Great Yarmouth, Norfolk
Emerging aims	Schools are more inclusive, and able to meet the needs of all pupils including those with additional needs. A local youth offer is developed and there are more opportunities for children and young people. Families have easier access to the social, emotional and mental health support they need.	Schools will provide consistent support at key transition points (early years to primary and primary to secondary). Reduce NEET levels and preventing young people from becoming NEET. A local youth offer is developed and there are more opportunities for children and young people. Families have easier access to the social, emotional and mental health support they need.	Reduce youth violence and crime among children and young people by focusing on preventative measures* including: — Post-16 education, employment and training — Literacy — Inclusion — Family support — Youth offer *These preventative measures are still being agreed upon by the community, ahead of commencing delivery.
Anticipated delivery start	March 2023	March 2023	March 2023

We also mobilised the implementation of Blackpool's 10-year education strategy

We have supported Blackpool to turn its ambitious aims under the 10-year education strategy into practical and measurable plans in order to improve children and young people's outcomes across the town.

We held consultation workshops with 120 stakeholders to consider what the challenges and opportunities were for the town's children and young people. For the three themes of Literacy, Employment and Skills and Inclusion, the ambitious scope of work was prioritised and detailed implementation plans were developed. A shared measurement framework was established to enable progress to be measured across the whole strategy.

Additionally, a number of cross thematic priorities were identified such as helping electively home education students, whose numbers had doubled during COVID, addressing the huge issues that care leavers face and tackling the problems caused by poor mental health.

Throughout this process our team worked carefully to ensure that youth voice was heard and Blackpool's Youth Advisors played an important role in helping to shape and develop these plans.

Our 3-year strategy for 2021–2024

The charity is growing quickly. This is through demand for increasing the scope and scale of our existing programmes, approaches from new places, communities, and stakeholders, and increasing national and international interest in collective, place-based-change.

As we scale, we must ensure that we maintain quality in everything we do: in our delivery to communities, in our relationships with partners, in our internal processes and structures, and in how we nurture and develop our staff. Only in doing this will we create a sustainable organisation able to work towards our long-term vision.

To achieve our vision and mission, in 2021 we set three strategic priorities for the next three year period.

— Demonstrate the collective approach works
— Prioritise sustainability as we grow
— Build support for collective working

We set 3-year objectives focussed on our strategic priorities under each organisational pillar.





Programmes

We are focussed on systemisation of our approach to delivery, community voice, measuring impact and learning and development.

Performance to 31 August 2022

Achievements: We have blueprinted our approach to key elements of our programmes, significantly increased youth and community voice within our work and developed a more robust approach to measuring and evaluating our impact at the individual, community and system level.

Challenges: The scope of our work has increased, with communities experiencing a wider range of issues that need to be addressed during this post-pandemic phase. The increased level of complexity of bespoke programme design coupled with an uncertain funding landscape has meant internal resources have been stretched to ensure the high level of demand continues to be met.

Partnerships

We are developing a consistent approach to managing partner relationships, building the capacity of our partners to deliver collective impact and developing our approach to sustainable collective working.

Performance to 31 August 2022

Achievements: There is now high quality, documented guidance across all of our partnerships in the respective geographies that we work in.

Challenges: The uncertain funding environment has meant proactive sustainability planning with partners has been harder to implement.

Collective Impact Conditions

01 A common agenda
02 Shared measurement system
03 Mutually reinforcing activities
04 Continuous communication
05 Backbone support organisation

People

We are nurturing an inclusive, dignified and respectful workforce while continuing to attract, recruit and retain a talented team of people who share our values, are equipped to understand the needs of the communities we serve and are able to maximise their potential.

Performance to 31 August 2022

Achievements: We established our EDI working group and delivered digital accessibility training to all staff to ensure our external digital communications is inclusive for all audiences.

We were delighted to be able to offer two members of staff recruited through the DWP's Kickstarter scheme ongoing contracts with us at the end of their placements.

We completed a charity-wide job evaluation and pay review resulting in a transparent pay scale and job grade structure for all staff

We implemented a new HR system that will enable us to ensure the improvements we are making in performance management, development and recruitment can be managed consistently across the organisation

Challenges: We had challenges in fully resourcing all our programmes at the start of the year, partly due to late funding decisions and partly due to challenges in recruitment. We therefore have risked our staff being stretched to deliver both our programmes and our organisational improvements.

As we grow, we have some important work to ensure our people remain engaged and feel connected to the decisions we make.

Finance and governance

We remain a sustainable charity, and allow decision makers at programme and charity level to make informed decisions to advance our mission; in governance, we are exploring how to make our governance more representative of our communities. And for Safeguarding, we are systemising and effectively implement our approach to safeguarding across the organisation.

Performance to 31 August 2022

Achievements:Alongside maintaining a level of free reserves within our target range, we established a full cost recovery approach to budgeting and reporting to understand both the direct and indirect cost of delivering our programmes.

We started recruitment of two Young Trustees to join the charity in January 2023 to bring more lived experience to the Board..

Our internal safeguarding committee is well established and we have increased the number of Designated Safeguarding Leads within the organisation to 6 people.

Challenges: There were no significant challenges in achieving what we set out to do in this area of our strategy in the past 12 months.

Development

We are strengthening our internal processes, developing new ways to communicate our impact, and bringing in the necessary funds to support sustainable growth.

Performance to 31 August 2022

Achievements: We have produced a suite of external communications materials, recruited an impact communications manager, and set up cross-departmental work streams to improve how we measure and communicate our impact.

We have written a business plan based on existing commitments that forecasts the staff required to support the projected growth.

We are trialling a new way of organising our fundraising function, taking a place-based approach with a focus on local, regional and national funders, and are analysing the potential of a further two new fundraising streams, and the resource required to implement them.

Challenges: Our main challenge is to meet the increasing demand for place-based programmes to support the most left-behind communities, during a time of national and global financial uncertainty. The charity is still highly reliant on the CEO to initiate contacts, but we are making progress in working collaboratively with the fundraising and programmes teams to shift this balance. The fundraising team currently stewards 47% of the income, up on last year's figure of 39%.

Plans for 2022/23

We will continue working towards the goals of our 3 year strategy in 2022/23. Specfifcally, we have plans for two key projects.

We will deliver on the Impact Communications Project which includes:

- Ensuring historic programmes map to our new Impact Measurement Framework.
- Establishing processes to make sure regular impact monitoring and reporting is built into the charity's standard operating practice.
- Developing communications tools that demonstrate the impact we have and the value we bring to communities. This will be a pivotal step in evidencing the efficacy of our programme delivery methods, and form a solid basis for training others in our delivery methods.

Secondly, we are implementing a new programme data and partner management platform to manage and report on our programme data and will be working with a partner to design, implement and onboard the platform across the organisation.

Collective Impact Conditions

01 A common agenda

02 Shared measurement system

03 Mutually reinforcing activities

04 Continuous communication

05 Backbone support organisation

Plans for 2022/23

Discovery projects and Collective Impact Programmes





Collective Impact Conditions

01 A common agenda

02 Shared measurement system

03 Mutually reinforcing activities

04 Continuous communication

05 Backbone support organisation

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

Right to Succeed was established as a Charitable Incorporated Organisation (CIO) with the Charity Commission on 13 March 2015. The CIO's constitutional documents are its Articles of Association.

Organisation

Trustees can be appointed by ordinary resolution of the members.

The trustees, who served throughout the financial year, except as stated below, were as follows:

Trustee	Appointed	Resigned
Ms Debi Bailey		
Mrs Alita Benson		
Ms Sarah Dembitz	20 January 2022	
Ms Julia Grant		
Ms Catherine Hodges		
Ms Suzanne McCarthy		
Ms Madhu Rajesh		20 September 2021
Mr John Rowlands		25 July 2022
Mr Charles Scott		
Mr Michael Wells		

The trustees of the charity are given information on the roles and responsibilities of trustees of a UK charity and are invited to attend regular Trustee Training Workshops run by Buzzacott LLP and Bates Wells LLP. Trustees are regularly updated on Charity Commission best practice.

On becoming a trustee, each trustee goes through an induction process which includes meeting key members of the executive and reading core documents detailing our work and future plans.

Each trustee aims to visit the work in schools or similarly informative events on the ground (or by video call during the Covid-19 pandemic) at least once a year.

Key management personnel

The trustees consider that they comprise the key management personnel of the charity along with the Senior Executive Team, which comprises:

Graeme Duncan	Chief Executive
Beth Matheson	Chief Operations Officer
Catherine Murray	Chief Development Officer
Paul O'Neill	Chief Programmes Officer

Remuneration of the Chief Executive is set by the board. Remuneration of other senior managers is set by the Chief Executive and reviewed by the Finance Committee on behalf of the board.

Trustees responsibility statement

The trustees are responsible for preparing the trustees' report and account in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that year.

In preparing these accounts, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations and the provisions of the charity's constitution. 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 accounts may differ from legislation in other jurisdictions.

Risk management

The trustees have reviewed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity and its finances. The trustees review the measures in place and establish policies, systems and procedures to minimise or manage any potential impact on the charity should those risks materialise. The principal risks and their main mitigations are as follows:

Strategic risk

As our programmes grow in number and size we need to maintain the quality of what we deliver and build a sustainable future. We have a robust decision making process for new opportunities to ensure we understand and can manage the risks around funds, capability, capacity and stakeholders. We are codifying our approach to programme delivery to ensure that we will achieve consistent quality, and to ensure learnings are built into future activity. We are considering what a long-term approach to collective working in a community could look like as part of our 3-year strategy.

Impact risk

Our programmes span multiple years and by their nature, the desired outcomes are subject to a number of variables. We need to be able to demonstrate our impact to secure funding and to attract new programmes. All programmes apply our data driven Impact Measurement Framework and new programmes will have specific measurable outcomes that are baselined. We will continue to develop this framework, learning from existing programmes and working with funders to ensure the profile of our impact is understood.

Delivery risk

Planning and budgeting programmes over multiple years is challenging. Our methodology includes extensive pre-discovery and discovery work to ensure programmes are scoped properly, roles and responsibilities are understood and budgets and plans are realistic. Programme plans and risk registers are reviewed regularly.

Our team, whilst growing, is small and does not have the capacity to absorb significant absences, attrition or downtime between programmes. Historically, we have not been able to recruit for programmes before funding is secured, often close to the start date. We have invested in staff engagement, and learning and development to support retention, and continue to review recruitment to reduce the burden at critical times.

Funding risk

The discontinuation of programme funding or insufficient funds to finance our core operations would prevent RTS from delivering its strategy. We aim to secure full funding in advance for each phase of our programmes and obtain co-commissioning from Local Authorities or similar to ensure local commitment. We regularly engage with commissioners and funders. The Finance and Development Committees both regularly review funding pipeline status and this is reported to the Board. Trustees are prepared to allocate a reasonable amount of unrestricted reserves when necessary to cover downtime between programmes or funded phases.

Trustees are concerned about the potential impact the high levels of inflation and the anticipated UK recession will have on both our own costs and the impact that this could have on our funders and their funding to us. We will be monitoring short term spend and modelling where increased prices could impact our programmes in the next 12-24 months and building these into our funding applications. We are including the impact of inflation in our conversations with existing funders.

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Partner risk

We rely on third parties to help deliver the programmes; a failure by one or more partners could impact on our delivery and/or reputation. Partnership agreements are in place for all key functions in our programmes. Our partnerships function manages the partner process and coordinates across all programme partnerships.

Other significant risks that the trustees monitor but consider currently less likely to arise given the mitigating controls in place are:

— Reputational management: Failure to manage serious untoward incidents of any kind resulting in reputational damage.

— Data protection breach or a safeguarding concern

Having assessed the major risks, the trustees are satisfied that the charity has taken actions to mitigate these risks to a tolerable level. The presence of regular monitoring of both Programme and organisational objectives at Senior Executive and Board level helps identify any early indicators around the risks.

Fundraising

The charity's fundraising is largely focused on engaging with trusts, foundations and other grant-making institutions. We do receive a small number of donations from individuals but we have not made any fundraising appeals to the general public to date. The charity is registered with the Fundraising Regulator and undertakes regular reviews of the Regulator's Code of Fundraising Practice, and endeavours to keep abreast of changes in legislation, regulation and best practice in fundraising. The charity received no complaints from donors or members of the public about its fundraising practices this year.



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LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

- Mrs Suzanne McCarthy (chair)
- Ms Debi Bailey
- Mrs Alita Benson
- Sarah Dembitz (appointed 20/01/2022)
- Mrs Julia Grant
- Ms Catherine Hodges
- Mrs Madhu Rajesh (resigned 20 September 2021)
- Mr John Rowlands (resigned 25 July 2022)
- Mr Charles Scott
- Mr Michael Wells

Registered office

Colony
5 Piccadilly
Manchester
M1 3BR

Charity registration number

1160886

Auditors

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers

CAF Bank
25 Kings Hill Avenue
West Malling
Kent
ME19 45Q

Solicitors

Baker McKenzie LLP
100 New Bridge Street
London
EC4V 6JA

Bates Wells LLP
10 Queen Street Place
London
EC4R 1BE

Objects

The objects of the charity are to advance for the public benefit any purpose or purposes which are exclusively charitable under the laws of England and Wales as the Trustees from time to time see fit with a non-exclusive focus on the education of young people, particularly those from disadvantaged communities including, without limitation by providing educational support to such young people; and providing support to individuals and organisations advancing the education of such people.

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FINANCIAL REVIEW

Results for the year

A summary of the year's results can be found on page p51 of the attached financial statements.

The net expenditure for the year was £106,531 (2021 net income of £630,841). The charity's total income decreased by 6% to £2,481,587 (2021 - £2,633,242) which consisted mainly of donations and grants. £2,283,493 of this was spent on charitable activities (2021 - £1,786,857) while £304,625 (2021 - £215,544) was spent on raising income.

The amount of voluntary income raised for the year decreased by 28% to £1,850,186 (2021 - £2,582,890) of which £1,031,566 (2021 - £1,807,951) was restricted: £75,000 towards school based programmes, £123,916 towards core development and advocacy projects and £832,650 towards place based change.

£818,620 (2021 - £774,939) of voluntary income raised was unrestricted and was spent on supporting the programmes described above, as well as on design and planning of the programmes for future periods, fundraising and our core costs of running the organisation.

Although Covid-19 has not put a stop to our programme delivery, it has slowed down some of the activity and related expenditure. As a result £408,818 (2021 - £536,923) of funding restricted to a number of our programmes has been carried forward to fund activities delivered in 2022/23. A further £49,769 of funding restricted to core development has also been carried forward.

Reserves policy and financial position

The charity maintains an unrestricted reserve from which core and programme activities are funded in line with the approved annual plan and budget.As at 31 August 2022 the charity had free reserves of £1,376,571 (2021- £1,249,573).

The current reserves policy requires the charity to maintain an unrestricted reserves position within a target range that is calculated on the basis of 3 - 6 months of current operating costs and such similar costs that the charity may be committed to within the next 12 months (such as planned expansion of the staff team) to achieve its objectives, plus an estimated cost for an unknown event that could derail the charity's plans and any other commitments made. The range is currently calculated as £0.94m to £1.51m based on the 2022/23 approved budget and plan. The current level of free reserves falls within this range which trustees are comfortable with. While the organisation is in growth mode and the economic outlook remains uncertain, the target free reserves will be reviewed on a six month basis to ensure they reflect any increase in base operating costs as we take on new programmes.

Approved by the trustees and signed on their behalf by:



Suzanne McCarthy
Chair of Trustees
Approved by the trustees on 26 January 2023

FINANCIAL STATEMENTS

Statement of financial activities

Income and expenditure	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	Unrestricted funds £	Restricted funds £	2021 Total funds £
Income from:							
Donations	1	**818,620**	**1,031,566**	**1,850,186**	774,939	1,807,951	2,582,890
Charitable activities		**31,088**	**565,156**	**596,244**	–	49,121	49,121
Other income		**1,577**	**33,580**	**35,157**	1,231	–	1,231
Total income		**851,285**	**1,630,302**	**2,481,587**	776,170	1,857,072	2,633,242
Expenditure on:							
Raising funds		**304,625**	-	**304,625**	215,544	–	215,544
Charitable activities	2	**422,897**	**1,860,596**	**2,283,493**	343,052	1,443,805	1,786,857
Total expenditure		**727,522**	**1,860,596**	**2,588,118**	558,596	1,443,805	2,002,401
Net income/(expenditure) for the year		**123,763**	**(230,294)**	**(106,531)**	217,574	413,267	630,841
Net movement in funds		**123,763**	**(230,294)**	**(106,531)**	217,574	413,267	630,841
Reconciliation of funds							
Fund balances brought forward at 1 September 2021		**1,253,310**	**688,881**	**1,942,191**	1,035,736	275,614	1,311,350
Fund balances carried forward at 31 August 2022		**1,377,073**	**458,587**	**1,835,660**	1,253,310	688,881	1,942,191

All of the charity's activities derived from continuing operations during the above financial periods.

The charity has no recognised gains and losses other than those shown above.

Balance sheet year ended 31 August 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets	7		**998**		5,356
Current assets					
Cash at bank		**1,957,357**		2,197,152	
Debtors	8	**245,267**		56,093	
		2,202,624		2,253,245	
Creditors: amounts falling due within one year	9	**(367,962)**		(266,410)	
Net current assets			**1,834,662**		1,986,835
Total assets less current liabilities			**1,835,660**		1,992,191
Creditors: amounts falling due after more than one year	10		-		(50,000)
Total net assets			**1,835,660**		1,942,191
The funds of the charity					
Funds and reserves					
Unrestricted funds			**1,377,073**		1,253,310
Restricted funds	11		**458,587**		688,881
Total funds			**1,835,660**		1,942,191

Approved by the trustees and signed on their behalf by:

DocuSigned by:
Suzanne McCarthy
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Suzanne McCarthy
Chair of Trustees
Approved by the trustees on 26 January 2023

Statement of cash flows year ended 31 August 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash (used in)/provided by operating activities	A	**(239,795)**	276,443
Change in cash and cash equivalents in the year		**(239,795)**	276,443
Cash and cash equivalents at 1 September 2021	B	**2,197,152**	1,920,709
Cash and cash equivalents at 31 August 2022	B	**1,957,357**	2,197,152

Notes to the statement of cash flows for the year to 31 August 2022.

A Reconciliation of net movement in funds to net cash provided by operating activities

	2022 £	2021 £
Net movement in funds (as per the statement of financial activities)	**(106,531)**	630,841
Adjustments for:		
Depreciation charge	**4,358**	4,086
Increase in debtors	**(189,174)**	(11,484)
Increase/(decrease) in creditors	**51,552**	(347,000)
Net cash (used in)/provided by operating activities	**(239,795)**	276,443

B Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	**1,957,357**	2,197,152
Total cash and cash equivalents	**1,957,357**	2,197,152

No separate statement of changes in net debt has been prepared as there is no difference between the movements in cash and cash equivalents and movement in net cash (debt).

Principal accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These statutory financial statements have been prepared for the year ended 31 August 2022.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets;
- Allocation of support costs based on estimated staff time spent on each activity; and
- Estimating the value of donated services.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 August 2023, the most significant area that affects the carrying value of the assets held by the charity is the level of donations income achieved (see the risk management section of the trustees' report for more information).

Income

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, income received from local/national government for delivery of charitable activities and other income.

Donations

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Income from charitable activities

This includes income charged to deliver our charitable services. This consists of income from Blackpool Opportunity Area for delivery of Pathways for All in Blackpool.

Donated services

Services donated include provision of legal advice and specialist consultancy. This is recognised as income in the period in which the advice or service was provided based on the value to the charity, which for the most part is the comparable market value. An equivalent amount is recognised in the same period as an expense in the relevant section of the Statement of Financial Activities.

Expenditure and the basis of apportioning costs

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. Expenditure comprises the following:

- Expenditure on raising funds relates mainly to costs of staff time spent on raising funds and awareness of the organisation and the planned programme activities.
- Expenditure on charitable activities in deliverance of the objectives set out in the Trustees' report relate mainly to costs of staff time and travel and payments to our collaborative partners.
- Support costs relate to the costs of governance, IT, finance and other activities involved in managing the organisation. These have been allocated to activities based on estimates of the number of FTE staff engaged in each activity.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. They have been discounted to the present value of the future cash payment where such discounting is material. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fixed assets

Fixed assets costing £1,500 or more are capitalised on the balance sheet and depreciated on a straight line basis over their useful economic life (UEL).

Class of asset	UEL
IT equipment	3 years

Subsidiaries

Right to Succeed CIO has one wholly owned subsidiary, Right to Succeed Limited (company registration 08689873). The subsidiary is currently dormant.

Pensions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 5. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Notes to the financial statements year ended 31 August 2022

1 Donations

	Unrestricted funds £	Restricted funds £	**2022 £**
Donations	235,639	-	**235,639**
Grants	559,732	1,031,566	**1,591,298**
Donated services	23,249	-	**23,249**
2022 Total funds	818,620	1,031,566	**1,850,186**

	Unrestricted funds £	*Restricted funds £*	*2021 £*
Donations	*10,639*	*–*	*10,639*
Grants	*736,452*	*1,807,951*	*2,544,403*
Donated services	*27,848*	*–*	*27,848*
2021 Total funds	*774,939*	*1,807,951*	*2,582,890*

Donated services in 2022 comprise legal advice provided by Baker McKenzie and Communications advice from Jayne Moore (2021: legal advice by Baker McKenzie and Communications advice from Dark Horse and Jayne Moore PR).

2 Expenditure on charitable activities

	Activities undertaken directly £	Support costs £	**2022 £**
Programmes:			
- KS3 Literacy	105,923	14,363	120,286
- Preventing Exclusions (Reach)	79,000	3,990	82,990
- Youth Employment (Pathways)	220,118	14,363	234,481
- Cradle to Career	737,729	76,604	814,333
- Every Child Manchester	119,934	23,141	143,075
- Halton & Knowsley Discovery	220,308	51,868	272,176
- Norfolk Discovery	129,600	27,929	157,529
- Blackpool Discovery	97,725	19,151	116,876
Advocacy and Communicating our work	92,064	23,939	116,003
Place Matters	48,484	-	48,484
Capacity Buildng / Data Projects	145,342	31,918	177,260
Total	**1,996,227**	**287,266**	**2,283,493**

Notes to the financial statements year ended 31 August 2022

2 **Expenditure on charitable activities** (continued)

	Activities undertaken directly £	*Support costs £*	*2021 £*
Programmes:			
- *KS3 Literacy*	*121,067*	*13,740*	*134,807*
- *Preventing Exclusions (Reach)*	*406,869*	*71,614*	*478,483*
- *Youth Employment (Pathways)*	*72,693*	*12,545*	*85,238*
- *Cradle to Career*	*509,609*	*83,623*	*593,232*
- *Every Child Manchester*	*164,165*	*32,211*	*196,376*
- *Halton & Knowsley Discovery*	*10,320*	*4,969*	*15,289*
Advocacy and Communicating our work	*134,211*	*30,249*	*164,460*
Data Projects	*111,296*	*7,676*	*118,972*
Total	*1,530,230*	*256,627*	*1,786,857*

3 **Support costs**

	Raising funds £	Programmes £	Advocacy and communicating our work £	Capacity Building Projects £	**2022 £**
IT and communications	8,328	27,443	2,839	3,785	42,395
Financial administration	15,965	52,610	5,442	7,257	81,274
Governance (note 4)	15,017	49,489	5,120	6,825	76,451
Other	30,911	101,867	10,538	14,051	157,367
	70,221	**231,409**	**23,939**	**31,918**	**357,487**

	Raising funds £	*Programmes £*	*Capacity Building Projects £*	*Advocacy and communicating our work £*	*2021 £*
IT and communications	*7,638*	*33,146*	*1,163*	*4,585*	*46,532*
Financial administration	*5,374*	*23,325*	*819*	*3,226*	*32,744*
Governance (note 4)	*12,946*	*56,186*	*1,972*	*7,771*	*78,875*
Other	*24,434*	*106,045*	*3,722*	*14,667*	*148,868*
	50,392	*218,702*	*7,676*	*30,249*	*307,019*

All support costs are allocated based on estimates of staff time spent on each activity.

4 **Governance costs**

	2022 £	2021 £
Audit fee	10,050	8,906
Legal fees	21,708	22,660
Trustee meetings and travel	2,223	-
Other Professional Fees	-	17,165
Insurance	4,282	5,478
Staff costs	38,188	24,666
	76,451	78,875

Pro Bono Legal fees in Governance Costs in 2022 were £21,708 and 2021 were £22,660.

5 **Employee and key management remuneration**

Summary

Staff costs during the year were as follows:

	2022 £	2021 £
Wages and salaries	**1,179,636**	829,743
Social security costs	**127,359**	86,791
Pension contributions	**104,548**	69,051
	1,411,543	985,585

Staff numbers

The average number of staff employed during the year on a headcount basis was 31.8 (2021 – 23.2). The average number of employees during the year, calculated on a fulltime equivalent basis (FTE), analysed by function, was as follows:

	2022 £	2021 £
Raising funds	**3**	3
Charitable activities	**19**	14
Core management and support	**8**	4
	30	21

Notes to the financial statements year ended 31 August 2022

5 Employee and key management remuneration (continued)

Higher paid employees and remuneration of key management personnel

1 employee earned between £90,000 and £100,000 during the year (2021 – 1 employee) and 2 employees earned between £60,000 and £70,000 (2021 – 2 employees).

The key management personnel of the charity are the trustees along with the Senior Executive Team. The trustees do not receive remuneration. The total employee benefits including National Insurance contributions of the key management personnel of the charity were £329,229 (2021 - £372,149). The reduction in 2022 is due to there being 2 fewer members of the Senior Executive Team for the full year than in 2021.

No trustee received any remuneration for the period in which they served as a trustee. Trustees claimed expenses for the period in which they served as a trustee totalling £1,905 (2021 - £nil).

The charity purchased Trustees' indemnity insurance at a cost of £942 (2021 - £1,398) for the year. The policy provides indemnity for the Trustees and professional liability to a limit of £2,000,000.

6 Taxation

Right to Succeed CIO is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

7 Fixed assets

		IT Equipment £
Total cost at 1 September 2021		**14,783**
Disposal		**(9,332)**
Total cost at 31 August 2022		**5,541**
Accumulated depreciation at 1 September 2021		**(9,517)**
Disposal		**9,332**
Depreciation charge		**(4,358)**
Accumulated depreciation at 31 August 2022		**(4,543)**
Net book value at 31 August 2021		**5,356**
Net book value at 31 August 2022		**998**

8 Debtors

	2022 Total funds £	2021 Total funds £
Accounts receivable	**18,065**	20,260
Prepayments and accrued income	**217,929**	29,294
Other debtors	**9,274**	6,539
	245,267	56,093

9 Creditors: amounts falling due within one year

	2022 Total funds £	2021 Total funds £
Accounts payable	**51,710**	24,254
Taxation and Social Security	**48,044**	31,484
Accruals and deferred income	**252,332**	197,376
Other creditors	**15,876**	13,296
	367,962	266,410

Movement in deferred income

	£
Deferred income at 1 September 2021	**125,000**
Income released during the year	**(125,000)**
Income received and deferred	**131,667**
Deferred income at 31 August 2022	**131,667**

10 Creditors: amounts falling due after one year

	2022 Total funds £	2021 Total funds £
Deferred income	-	50,000
	-	50,000

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Notes to the financial statements year ended 31 August 2022

11 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations held to be applied for specific purposes:

	At 1 September 2021 £	Income £	Expenditure £	**At 31 August 2022 £**
Preventing exclusions (Reach, Big Lottery Fund Grant) - Legacy	105,695	-	(79,000)	**26,695**
Every Child (Manchester)	7,135	75,000	(82,135)	-
KS3 Literacy (Blackpool)	27,818	81,454	(109,272)	-
Pathways for all (Blackpool)	31,935	203,846	(223,281)	**12,500**
Cradle to Career (North Birkenhead)	364,339	699,929	(757,408)	**306,860**
Wirral Weekenders	-	10,000	(9,430)	**570**
Blackpool Literacy Strategy (Discovery)	-	110,000	(110,000)	-
Liverpool City Region (Discovery)	-	172,721	(172,721)	-
Norfolk (Discovery)	-	119,856	(102,760)	**17,096**
Capacity Building – other grants	117,349	63,916	(131,496)	**49,769**
Data Platform Project	34,610	-	(34,610)	-
Place Matters	-	93,580	(48,483)	**45,097**
	688,881	**1,630,302**	**(1,860,596)**	**458,587**

	At 1 September 2020 £	*Income £*	*Expenditure £*	*Transfer from un-restricted funds £*	*At 31 August 2021 £*
Preventing exclusions (Reach, Big Lottery Fund Grant)	*160,572*	*317,128*	*(372,005)*	*–*	*105,695*
Reach (additional funders)	*–*	*24,375*	*(24,375)*	*–*	*–*
Every Child (Manchester)	*45,911*	*110,000*	*(148,776)*	*–*	*7,135*
KS3 Literacy (Blackpool)	*10,091*	*132,246*	*(114,519)*	*–*	*27,818*
Pathways for all (Blackpool)	*23,999*	*83,000*	*(75,064)*	*–*	*31,935*
Cradle to Career (North Birkenhead)	*4,515*	*854,783*	*(494,959)*	*–*	*364,339*
Project Place	*17,733*	*51,927*	*(69,660)*	*–*	*–*
Data insights project	*12,793*	*–*	*(12,793)*	*–*	*–*
Capacity Building – Youth Endowment Fund grant	*–*	*17,672*	*(17,672)*	*–*	*–*
Capacity Building – other grants	*–*	*132,827*	*(15,478)*	*–*	*117,349*
Data Platform Project	*–*	*133,114*	*(98,504)*	*–*	*34,610*
	275,614	*1,857,072*	*(1,443,805)*	*–*	*688,881*

Notes to the financial statements year ended 31 August 2022

11 Restricted funds (continued)

The Big Lottery Fund (now the National Lottery Community Fund) has provided the charity with two grants for the Reach programme focussing on preventing exclusions in Blackpool, North Belfast and Doncaster. The programme came to an end in August 2021 but the Lottery agreed for the charity to apply the remaining funds at 31 August 2021 to a legacy project to ensure sustainability of some of the work in each area and to draw learning from the three areas. The remaining funds held at year end will be spent in early 2022/23 on a final learning event and communications around the legacy of the programme.

The Every Child programme, based in Manchester and focussing on reducing exclusions in KS3, was funded partly by SHINE Trust and one other donor.

Cradle to Career in Birkenhead is funded by the Steve Morgan Foundation and SHINE Trust. Funds held at year end will be applied to delivery of Year 3 of the programme in 2022/23.

Restricted funds for Capacity Building is a grant from Fidelity Foundation for development of the charity's programmes, data analysis and evaluation in readiness for expansion to new areas.

Norfolk Discovery is funded by a grant from the Youth Endowment Fund. The grant covers the co-design phase which spans into 2022/23.

Place Matters is a new venture resulting from Project Place, a project managed by Right to Succeed in 2020/21 to develop the idea of a centre for place-based change in the UK. Place Matters is delivered by a team of consultants and will be incubated by Right to Succeed until it has its own legal entity (expected in the next 18-24 months). It is treated as a Programme for which the trustees are accountable and all income and expenditure relating to it is recorded as restricted. Any balance of restricted funds will be transferred to the Place Matters entity once it is established.

Wirral Weekenders is a grant from the Wirral Council LA for a programme of activities delivered by local community organisations administered by our North Birkenhead team to complement the C2C programme.

Blackpool Literacy Strategy (Discovery) relates to funding received from Blackpool Council and other funders to support our work in supporting the plan for Blackpool's 10 year Literacy Strategy.

Liverpool City Region (Discovery) relates to our Discovery phase in the boroughs of Halton and Knowsley as described in our annual report

12 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	**At 31 August 2022 £**
Fund balances at 31 August 2022 are represented by:			
Tangible fixed assets	502	496	**998**
Current assets	1,474,330	728,294	**2,202,624**
Creditors: amounts falling due within one year	(97,759)	(270,203)	**(367,962)**
Total net assets	1,377,073	458,587	**1,835,660**

	Unrestricted funds £	*Restricted funds £*	*At 31 August 2021 £*
Fund balances at 31 August 2021 are represented by:			
Tangible fixed assets	*3,737*	*1,619*	*5,356*
Current assets	*1,270,983*	*982,262*	*2,253,245*
Creditors: amounts falling due within one year	*(21,410)*	*(245,000)*	*(266,410)*
Creditors: amounts falling due after one year	*–*	*(50,000)*	*(50,000)*
Total net assets	*1,253,310*	*688,881*	*1,942,191*

13 Operating lease commitments

At 31 August 2022, the charity's future minimum lease payments under non-cancellable operating leases were as follows:

	2022 £	2021 £
Amounts due:		
Within one year	**68,200**	21,785
Between one and two years	**2,220**	210
	70,420	21,995

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14 Related party transactions

The aggregate amount of donations received in the year from related parties was £nil (2021 - £nil).

There were no related party transactions during the year.

John Rowlands, trustee until 25 July 2022, is executive principal of Greater Manchester Academies Trust (GMAT). He chaired the steering group on the charity's Every Child project in Manchester since the start of the project in 2018 until it ended in July 2022. Manchester City Council (MCC), as co-commissioners of the Every Child Project, pay GMAT £15,000 per annum for John's time leading the project. There is no contractual agreement between the charity and MCC to make this payment.

15 Liability of members

The charity is constituted as a charitable incorporated organisation. In the event of the charity being wound up members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.



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INDEPENDENT AUDITORS REPORT

RIGHT TO SUCCEED

Independent auditor's report to the trustees of Right To Succeed CIO

Opinion

We have audited the accounts of Right To Succeed CIO (the 'charity') for the year ended 31 August 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- Give a true and fair view of the state of the charity's affairs as at 31 August 2022 and of its income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and accounts, other than the accounts and our auditor's report thereon. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the accounts; or
- Sufficient accounting records have not been kept; or
- The accounts are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including 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), the Charities Act 2011, data protection legislation, anti-bribery, safeguarding, employment, and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions; and
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of the trustee meetings;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing any available correspondence with the Charity Commission and other regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 10 February 2023

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

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RIGHT TO
SUCCEED

Right to Succeed CIO

England & Wales - Charity number 1160886

Accounts



RIGHT TO SUCCEED

RIGHT TO SUCCEED CIO

Annual Report and Financial Statements

Year to 31 August 2021

Charity Registration Number: 1160886



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INTRODUCTION

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The trustees present their report together with the financial statements of Right to Succeed CIO for the year to 31 August 2021.

The financial statements have been prepared in accordance with the accounting policies set out on pages 64 to 66 therein and comply with the charity's constitutional document applicable law 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 United Kingdom and Republic of Ireland (FRS 102), effective for accounting periods commencing 1 January 2015 or later.

The report has been prepared in accordance with Part 8 of the Charities Act 2011.

OBJECTIVES AND ACTIVITIES

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RIGHT TO SUCCEED

Who we are and what we do

Right to Succeed supports communities in areas of high deprivation to work collectively to give children and young people the best start in life.

We bring together residents, professionals and decision-makers to co-design a development programme that is bespoke to the needs of the local community. We call this way of working "place-based change".

We do this because we believe every child deserves the right to succeed, no matter where they live.

Why we exist

The wealth of your parents still determines how well you do in education and in your career – we don't think that's right.

Too many children in the UK are not getting the right start in life, leaving them unable to realise their full potential.

We believe that no single organisation can solve this problem on their own, but together we can.

Our Vision and Mission

Vision: Strong communities where every child is supported to succeed

Mission: We work collectively to strengthen communities and systems that enable children and young people to succeed



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How we work

Our Theory of Change

Our Theory of Change sets out the steps that we take in order to effect change.

The target beneficiaries are the children and young people living in the communities where we work.

Together with local residents, professionals and leaders, we:

Bring together local community and stakeholders

- Children & Young People
- Adult Residents
- Community Organisations
- Education Settings
- Donors
- Business
- Public Sector

To co-design a development plan that meets the needs of the local community, framed by a shared vision and shared measures of success.

Resulting in strong communities where every child is supported to succeed.

How we work

01	02	03	04	05	06	07
Listen to local people	**Collect data** and map out the services & organisations available to the community	**Help the community decide** what they want to change and how to measure success	**Work with charitable funders and public sector leaders** to resource the community's vision for change	**Provide examples of what's worked elsewhere** and support local people to develop their own plan	**Work collectively** to implement the plan, reviewing and adjusting as needed	**Share the community's learning** to improve public services and inform policy

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The Collective Impact Conditions

We believe the following conditions are a prerequisite to effective collective working in communities, and we work to establish them. This is a way of working together that recognises we can achieve more together than we can individually.

Collective Impact Conditions

01
A common agenda

All the people involved in the project agree on what they want to achieve.

02
Shared measurement system

Everyone agrees on what success will look like, and how progress is measured.

03
Mutually reinforcing activities

Services and activities support and build on one another, making things run more efficiently.

04
Continuous communication

Strong relationships are maintained through regular meetings and communications between programme stakeholders.

05
Backbone support

One organisation keeps the project on track, coordinates the logistics, and makes sure everyone has the training, support and resources that they need.

John Kania & Mark Kramer, 2011, Collective Impact, Stamford Social Innovation Review



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How we measure impact

We measure impact at three levels. There are core outcomes we want to achieve across all of our programmes, and there are flexible outcomes that are dependent on the nature of the programme and the local context.

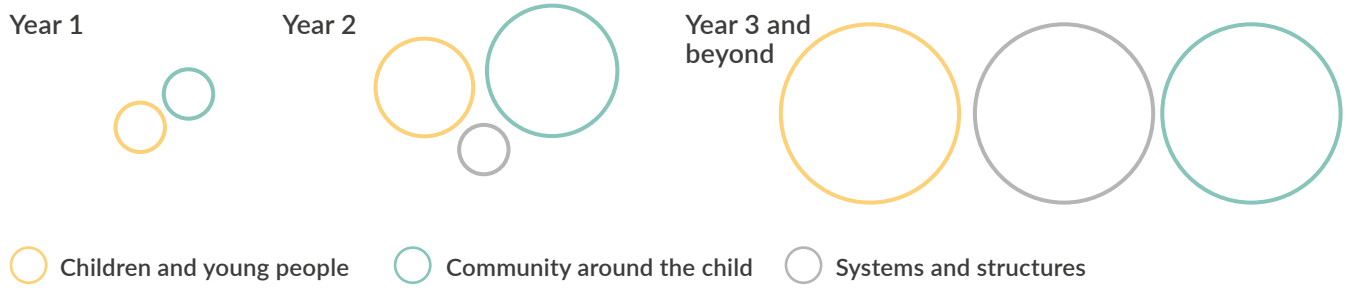
The collective nature of our work means that decision-making power lies in the local steering group. This means that while we may set indicative target outcomes in the early stages of a programme, these may change as the local community takes ownership and uses the data and evidence to decide the direction of the programme as it progresses.

The Right to Succeed Measurement Framework has three impact levels:

	Child and young person	Community around the child	Systems and structures
Sample Core Outcomes	Improved literacy	Improved collective working between programme partners	Increased commissioning of preventative rather than reactive approaches
Sample Flexible Outcomes	Fewer permanent exclusions	Increased use of community centres	Improved governance structure and processes across the place

Social and behaviour change takes time and not all outcomes will be achieved at the same pace. This bubble graph illustrates the pace at which the impact might be felt at the system, community and child levels.

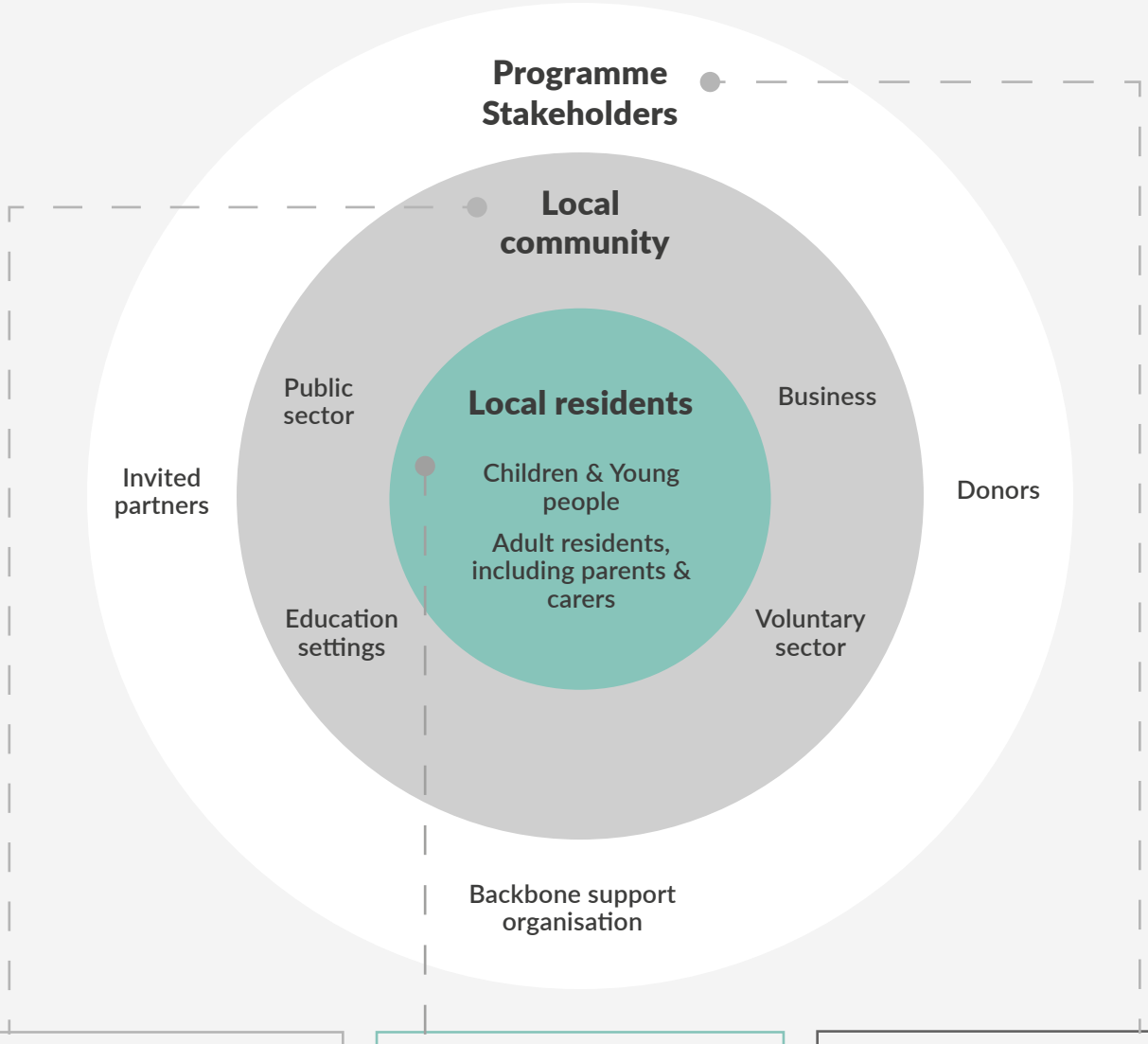
Indicative example of progress towards outcomes over time



RIGHT TO SUCCEED

How we define 'community'

Our mission is to work collectively to strengthen communities and systems that enable children and young people to succeed. By "community", we mean all those who live and work in the area where one of our programmes is based.



Local community refers to local residents, plus those who work in the geographical area or schools served by one of our programmes, who will remain beyond the duration of the programme.

Local residents refers to all the adults and children living in the geographical area and/or attending the education settings served by one of our programmes.

Programme stakeholders is a collective term for all the key stakeholders involved in, and impacted by, one of our programmes. This includes the local community, plus the donors who support the programme, invited partners, and the backbone support organisation.

Investing in children and young people growing up in areas of deprivation

The disadvantage gap for children and young people is widening.

Last year, the attainment gap between poorer pupils and their peers stopped closing for the first time in a decade, even before the COVID-19 pandemic had impacted the education system.

Right to Succeed works in areas of high deprivation to strengthen the communities and systems that can support children and young people to succeed. All our programmes include a strong focus on literacy; without this core skill, the opportunities open to children and young people remain limited.

Low literacy

Literacy is a core skill that underpins pupils' successful progression through school, and their transition into adulthood and employment.

Children with low literacy levels find it difficult to engage with every part of the curriculum.

Our research has found a high correlation between low literacy levels and permanent exclusion from school.

Risk of being excluded

Children living in poverty are 4 times more likely to be excluded than their peers.

Only 4% of children who are excluded from school achieve English and maths GCSEs.

Being excluded can also have a negative impact on a young person's mental health.

Limited access to opportunity

Young people from disadvantaged backgrounds are disproportionately likely to be NEET or underemployed than their peers.

This "employment gap" has a negative effect on individual life chances that endures, imposing a high cost on them, society and our economy.

This cycle of disadvantage can continue into future generations.

Risk of becoming NEET

Pupils who have been excluded are 10 times more likely to be not in education, employment or training (NEET) after their GCSEs.

They also make up a disproportionate number of those who go on to be long-term NEET.

References: Education in England: Annual Report 2020, Education Policy Institute; Timpson Review of School Exclusion, Department for Education, 2019; Child and adolescent mental health trajectories in relation to exclusion from school from the Avon Longitudinal Study of Parents and Children, Ford et al., 2020; Warming the Cold Spots of Alternative Provision, Centre for Social Justice, 2020; Characteristics of young people who are long-term NEET, Department for Education, 2018.

In some of the country's most deprived areas, we have supported communities to break this cycle of disadvantage by:

Closing the literacy gap

— Using robust assessments to understand the needs of children and young people
— Practitioner training to improve literacy across the whole school and in all subjects
— Collaborative working between schools to improve the quality of literacy teaching across the curriculum for all children

Reducing fixed-term and permanent exclusions

— Focusing on diagnostics to understand the root causes of persistent disruptive behaviour
— Implementation of specific interventions and whole-school approaches
— Facilitating integrated working between schools and alternative provision settings to support all children to learn and thrive

Increasing participation of school leavers in education, employment and training

— Developing young people's agency through one-on-one work with engagement coaches
— Coordinating multi-agency approaches to support young people's transition to post-16 education, employment and training
— Improving town-wide structures to encourage ownership of the challenges and solutions

Strengthening communities and increasing access to opportunities

— Improving access to and engagement with services
— Encouraging local pride and participation in local decision-making
— Coordinating a multi-agency approach to supporting families, children and young people, and delivering joined-up services

These key themes are all interlinked and by working with communities to address one or more, we are helping to break the cycle of disadvantage and ensure that every child has the right to succeed, no matter where they live.

Our strategy at the start of 2020/21

Our charity was six years old in March 2021. In these six years of working with the incredible people and organisations who live and work in the communities we serve we have learned what it takes to bring communities together and how to effectively support them to transform the lives of children and young people.

At the start of the 2020/21 academic year, the Charity was working towards the 2019 strategy which was focused on learning how to deliver effective place-based change, codifying and sharing the approach.

In the last two years we have tripled in size, and we find ourselves at a pivot point, where we have the opportunity to scale rapidly, but need to balance this with ensuring that the quality of our work only continues to improve. And we have to do this in a time when the communities we aim to serve will have been the hardest hit by the Covid-19 pandemic, and will also be the least likely to benefit from the economic recovery that will follow.

We therefore need to remain agile as an organisation, able to respond to both the changing needs of the communities we serve, and the learning we gain from our work. To achieve this, we have spent the latter half of 2021 developing a new three-year strategy which will support our goals.



Our new 3-year strategy for 2021–2024

The charity is growing quickly both through demand for increasing the scope and scale of our existing programmes and through approaches from new places, communities, and stakeholders and increasing national and international interest in collective, place-based-change.

As we scale, we must ensure that we maintain quality in everything we do: in our delivery to communities, in our relationships with partners, in our internal processes and structures, and in how we nurture and develop our staff. Only in doing this will we create a sustainable organisation able to work towards our long-term vision.

To achieve our vision and mission, we have set three strategic priorities for the next three years.

— Demonstrate the collective approach works
— Prioritise sustainability as we grow
— Build support for collective working

We have set our strategy for achieving our strategic priorities against our strategic objectives for each organisational pillar.



ACHIEVEMENTS AND PERFORMANCE

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2020/21 in numbers

56
schools worked with

68
partner organisations worked with

7,735
children & young people received or accessed interventions

305
practitioners trained

56
training and community of practice sessions delivered

5,100
children and young people assessed or supported through whole-school training

The achievements and performance set out below and on the following pages are measured against the 2019 three-year strategy and the objectives set at the start of 2020/21.

Projects

What we said we'd do in 2020/21	What we've achieved in 2020/21
Every programme in Delivery aims to go through a complete delivery cycle in each area we work, meeting milestones and leading to demonstrable impact.	Due to the disruptive impact of Covid-19, it wasn't possible for all programmes to get through a complete delivery cycle. Delivery plans were adapted in consultation with all key project stakeholders to ensure the programmes were able to adapt and meet the needs of the local context. The main changes to delivery approaches across all our programmes were: a reduction in the number of targeted interventions being introduced that were more susceptible to Covid-19-related disruptions; and a stronger focus on capacity-building of children, practitioners and the wider community via universal professional development and training. Despite the impact of the pandemic, we have seen promising elements of demonstrable progress across all of our programmes at the system, community and child level and will be aiming to build on this and the learning gained over the next 12 months.
Four to six discovery projects have been successfully completed and have contributed towards creating the conditions for new delivery projects to be implemented.	Discovery projects were delayed to September 2021. However, pre-discovery work was started on Norfolk Youth Violence, the Manchester Inclusion Strategy and the Liverpool City Region.

Delivery capabilities

What we said we'd do in 2020/21	What we've achieved in 2020/21
Develop a co-designed version of all agreed delivery materials that are tested in the field, leading to improved programme delivery.	We have developed a wide range of delivery materials that are informed by both our programme process and theory of change, and have been tested, and are now being effectively utilised across all phases of our programmes. While we are pleased with the progress that has been made over the last year, there is still a significant amount of work required, particularly around developing a replicable/scalable blueprint for our hyperlocalised community work. This will be a key area of focus over the next year.
Agree and adopt an organisation-wide approach to learning, research and development, leading to demonstrable operational improvements.	We have delivered a range of Learning & Development opportunities this year, focusing on various key areas of our work such as the shared measurement framework, implementation, collective impact, online tools and resources, project management and community engagement. We have also created internal learning processes that members of programme staff can use to collaborate, share, and disseminate organisational learning. This work has been focussed on the programme team, so more work needs to be done in the coming year to make this an organisation-wide approach.
Agree and resource a clear development plan for systems, to ensure we have the right ones in place to maximise impact of our programmes.	Systems development has been an area where activity has been paused whilst other key elements of our work have been prioritised.
Develop a consistent organisational approach to stakeholder engagement in order to enhance the role of community voice in our programmes.	We have both undertaken programme CPD on Youth/Community Engagement and completed a thorough desktop review of approaches, tools and resources. We will utilise this learning to develop our Youth and Community engagement strategy and decision-making matrix to support Discovery projects in Liverpool City Region, Norfolk and our existing delivery programme in North Birkenhead.

Development

What we said we'd do in 2020/21	What we've achieved in 2020/21
Have a strong pipeline of pre-discovery projects in areas in the bottom decile of indices of multiple deprivation that transition to new discovery projects during this year and next.	The charity has seen strong demand for expanding its work, both in communities it already serves, and in other communities in the bottom 10% of the indices of multiple deprivation. As a result, the charity has a pipeline of new programmes for the next two years.
Complete the Project Place consultation work, acquiring the co-commissioning required to set up 2-3 new whole-place projects in the next two years, and to create a centre for place-based transformation.	The consultation work on Place Matters, a centre for place-based transformation has been completed and a draft report produced. Over the next two years, six of the eight new programmes due to start discovery work will replicate the Cradle to Career approach taken in North Birkenhead, looking to transform children's outcomes in the most left-behind ward of six local authorities. Place Matters will work to develop a national community of practice around place-based change work, looking to scale effective practice and learning.

Backbone

What we said we'd do in 2020/21	What we've achieved in 2020/21
Be well financially managed, maintaining unrestricted reserves within the target range, with finance systems established that inform and support fundraising and programme delivery.	Closing reserves were £1.2m, which is the top end of our unrestricted reserves target limit. New systems on purchasing and budget control were implemented successfully. We have further improvements to finance systems planned for 2021/22 to support growth of team and programmes.
Fill the Board vacancies arising from our four remaining founding trustees each reaching the end of their maximum six-year term, providing us with the skills we need and showing improved diversity.	Board vacancies were filled in good time with well-managed handovers to the new Chair from the outgoing chair. Education and local context experience were brought onto the Board, as well as new expertise.
Appoint and retain the people we need, who are supported and developed to be successful in their role and represent the values that define our solution-focussed and inclusive culture.	We have made excellent appointments for our growing team. Timing of funding impacted recruitment in certain areas and we are working in 2021/22 on how to manage this more effectively.

Thanks

Over this year we have received significant support in the form of advice, financial support, pro-bono office support and technical expertise from a range of individuals and organisations for which we are sincerely grateful. These supporters include:

Funders

Allan and Gill Gray Philanthropy, Big Change, Credit Suisse EMEA Foundation, Esmée Fairbairn Foundation, Fidelity Foundation, Four Acre Trust, Garfield Weston Foundation, John Laing Charitable Trust, The Linbury Trust, Montpelier Foundation, Porticus, SHINE Trust, Steve Morgan Foundation, Swire Charitable Trust, The National Lottery Community Fund, Treebeard Trust and Youth Endowment Foundation.

Public Sector

Blackpool Opportunity Area, Blackpool Council, Belfast City Council, Lancashire County Council, Manchester City Council, and Wirral Council.

Support and advice

Baker McKenzie, Credit Suisse, Darkhorse Design and Jayne Moore Media

Programme performance

On the following pages, we have outlined the progress we have made on each of our collective impact programmes in the year ended 31 August 2021. We have used the following icons to indicate how the aims are linked to the three Right to Succeed Impact levels:

Right to Succeed Impact Levels

Child and young person



Community around the child



System and structures

Blackpool, Key Stage 3 Literacy

Closing the Literacy Gap for Blackpool's 11-14 year-olds

Blackpool Key Stage 3 (KS3) Literacy is a collective impact project focused on improving the literacy capability of all 11-14 year-olds across the town, through a research-informed, asset-based approach.

Delivery	Year 3
Schools	9
Partner organisations	14

It is a collaboration between all six mainstream secondary schools, two all-through schools, and the pupil referral unit. Literacy and Evidence Leads appointed within a school, and supported by the Special Educational Needs Coordinator, work with Right to Succeed to identify pupil needs, design solutions based on evidence, deliver in a carefully monitored way and reflect on learning to inform future delivery. Early research conducted by the project found low literacy was correlated with high risk of exclusion in Blackpool.

Progress in literacy

Children and young people

+1.4

Increase in average Reading Standard Age Score

+27%

Increase in pupils with highest reading levels (stanine 7-9)

This positive reading progression is an incredible achievement, especially in light of the disruption to education caused by Covid this past year.

Moreover, before the KS3 Literacy project started, pupils in Blackpool's secondary schools historically lost progress compared to the national average between years 7 and 11.



*Free School Meals (FSM)



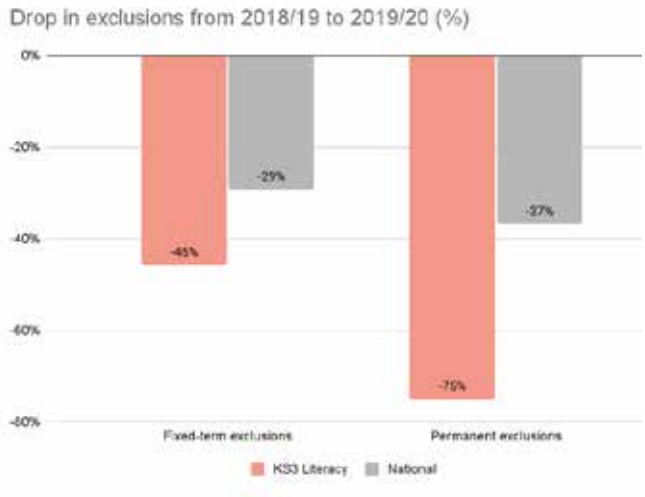
Progress in inclusion

Children and young people

-53%

reduction in days lost due to exclusions (vs -29% nationally)

Schools on the KS3 Literacy programme saw a significantly greater drop in exclusions than the national average.



There was a big reduction in exclusions nationally in 2019/20, partly due to the Covid-19 pandemic, but this drop has been much larger for schools on the KS3 Literacy programme than across state secondaries nationally.*

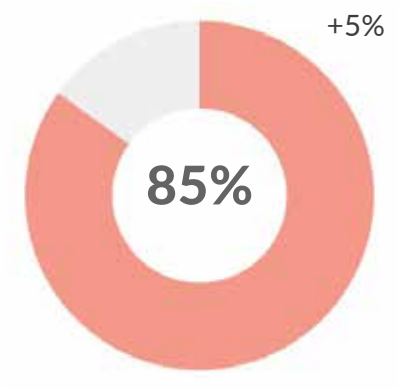
*Data gathered during the pandemic should be interpreted with caution, due to the unusual circumstances faced by schools.

Community around the child

Continuous Professional Development - This year, school staff confidence in supporting their pupils in literacy increased by 5% from Autumn 2020 to Summer 2021, as measured in our annual survey. This is particularly encouraging given the challenges caused by Covid-19 disruptions.

Low Literacy Levels – Dr Jessie Ricketts, director of the Language and Reading Acquisition Lab at Royal Holloway, University of London, began working with the KS3 Literacy project this year. Dr Ricketts has been supporting schools to improve their ability to identify and remove barriers to learning for children with very low literacy levels.

Disciplinary Literacy – Alex Quigley, the Educational Endowment Foundation National Content Manager, has been supporting the secondary schools to develop their disciplinary literacy. Disciplinary literacy refers to the reading, writing, talking and thinking practices that are unique to specific school subjects. Schools were supported first to identify priorities, then they received training sessions in literacy for Maths, Science, Humanities and the Creative Arts, which were well attended and highly rated.



Teacher confidence in ability to deliver literacy interventions and support the literacy needs of their pupils

18

Training sessions delivered

97

Practitioners trained

Systems and structures

Partner schools: The literacy work being undertaken on the project is written into all school development plans. Ongoing work on individual school sustainability plans is also taking place. A key focus of these plans is to formalise a rolling programme of literacy CPD for new staff on arrival to the school.

Across Blackpool: The work done by the schools in the KS3 Literacy project is feeding into Blackpool's 10-Year Education Strategy. The town-wide strategy focuses on early years development, literacy, inclusion, and skills and employability.

Plans for 2021/22

The Blackpool Opportunity Area (OA) board are continuing their support for the KS3 Literacy project in 2021/22 despite reductions in OA budgets nationally and locally.

Thank you to Porticus for its generous support of this work, as part of the IntegratED programme, and to all our core funders (see p.20), without whom none of this work would be possible.

Stories from the KS3 Literacy community



Photo by James Catteral, photography student Blackpool and the Fylde College

Creating a culture of reading at Educational Diversity

The school

Educational Diversity is Blackpool's pupil referral unit and has a variety of different settings.

The challenge

At the outset of the project, pupils predominantly didn't engage well with reading (except for social media and other less-traditional forms of reading).

How the KS3 Literacy Programme supported change

Subject leads were heavily involved in changing the culture. Key vocabulary was linked to schemes: for example, posters with 'word of the week' would be used in a subject-specific context across different lessons. Teachers began to mark for literacy across the curriculum, form-time reading was adopted across the settings, and more explicit teaching of subject-specific, non-fiction texts was introduced,

The culture change

Since the start of the project, the culture around literacy has changed significantly across the school. This change is not only limited to students – there has also been also a tangible shift in staff attitude, from believing literacy to be the responsibility of the English department, towards the recognition that literacy is integral to everything and as such, is everyone's responsibility.

"That evidence [KS3 Literacy Programme] will help me in terms of designing how we in future fund the improvement in literacy and numeracy across England."

Nadhim Zahawi,
Secretary of State for Education

"The partnership approach taken by Right to Succeed, supported by GL Assessment, formed the cornerstone of this project, and has led to a cultural shift across all the schools, with every child in Key Stage 3 now receiving a high-quality literacy offer."

Stephen Tierney, Chair of the Key Stage 3 Literacy project

"Right to Succeed have brought a rigorous approach to project management and implementation, and shared our focus on evidence-based practice in education. The project is bringing an innovative approach to developing literacy in Key Stage 3, and establishing a Blackpool wide cadre of senior literacy leads."

Liz Franey, Head of Delivery, Blackpool and Oldham Opportunity Areas

"The whole-town approach to education works. I would encourage everyone to get behind it to support our town and its future."

Cllr Jim Hobson, Blackpool Council Cabinet Member for Children's Social Care and Schools



Education Secretary Nadhim Zahawi joins the KS3 Literacy steering group in Blackpool

Blackpool, Pathways for All

Supporting young people identified as most at risk of becoming NEET (not in education, employment or training)

The Pathways for All programme provides support for vulnerable young people when moving between schools and colleges and into further education or training, to ensure that they are offered the best possible level of support at this critical transition point.

Delivery	Year 2
Schools	3
Partner organisations	12

The programme supports young people identified as at risk of becoming NEET (not in education, employment or training) to achieve sustained post-16 destinations through two streams:

- **Developing agency**: engagement coaches working directly with young people; and
- **Improving structures**: a town-wide approach to defining ownership of the NEET issue and coordinating multi-agency support effectively.

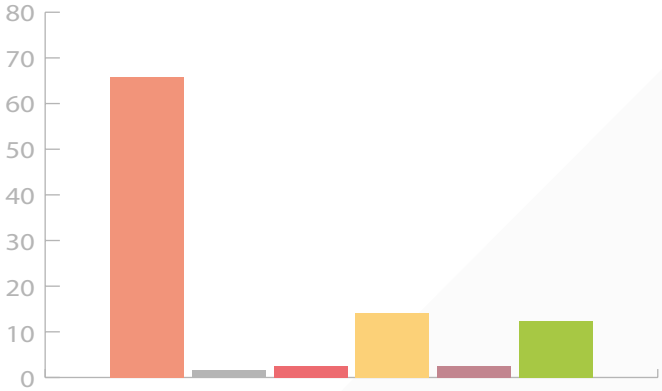
Children and young people

Two thirds of the Pathways cohort were in positive destinations (vs 55% nationally for children excluded from school in 2019/20, the most recent national comparison data).



2020 School Leavers destinations in December 2020

- 66% in full-time education
- 2% in part-time education
- 3% in employment with training
- 15% in employment without training
- 2% in apprenticeship
- 13% in full time training





Community around the child

Activities in Pathways for All have included:

Engagement Coaches working with young people

The Engagement Coaches have continued to deliver support to young people and in August we confirmed the appointment of two new Engagement Coaches, taking the team up to five.

Lancashire Careers Hub Alternative Provision transition project

One of the times that young people are at higher risk of becoming NEET is when they move to, or between Alternative Provision settings.*

To address this, we co-designed a 'Lancashire Careers Hub Alternative Provision transition project' with Educational Diversity, the Blackpool pupil referral unit, and The Speech Bubble (a paediatric speech and language therapy practice). This pilot project looked at how best to support post-16 transition across Alternative Providers in Lancashire, and allow us to share learning from Pathways for All with PRUs across the region.

* Alternative Provision settings provide education for children and young people who are unable to attend a mainstream school for a variety of reasons including school exclusion and include pupil referral units.



Systems and structures

Influencing wider systems change

As part of our aim to impact the wider systems that can help to reduce NEET levels in Blackpool, we have taken part in Blackpool's 10-year NEET strategy working group and joined the steering group of the Council's adolescent support team.

The wider activities of Blackpool's 10-Year Education Strategy 2020-30 go beyond the scope and remit of the current Pathways for All project and so we were invited by Blackpool Council to tender for a separate piece of work that would allow Right to Succeed to support the wider strategy's implementation. We were successful in this tender and will now be leading a separate project to support the planning of the town's 10-year strategy.

Plans for 2021/22

Blackpool Opportunity Area confirmed that they would continue to fund the Pathways for All project in 2021/22, allowing us to scale up delivery from three schools to nine.

Thank you also to The Dulverton Trust and Porticus for their generous support of the programme to date, and to all our core funders (see p.20), without whom none of this work would be possible.

Stories from the Pathways for All community

Supported to stay in college

Student 1 had a history of mental and physical health concerns which were exacerbated by the Covid-19 pandemic. Their Pathways Engagement Coach supported them to get an Education, Health and Care Plan from the local authority, and they went on to enrol in college. Although they found this quite a difficult transition and were reluctant to continue at first, they were supported by their Engagement Coach to stay in college.

Supported to re-direct their career plans

Student 2 had a long-term health condition which meant they couldn't progress with their chosen route in the Army. They were interested in vocational work and worked with their Engagement Coach to explore options such as catering and retail, through a series of work placements and short-term courses. This has helped them to focus their aspirations and to develop a realistic roadmap for achieving them.

Supported to transfer provider

Student 3 had a number of family issues which made it difficult to sustain their existing college course. A traineeship was then cut short due to non-attendance that started as a result of having to self-isolate under government guidelines. They were then supported by an Engagement Coach to transfer to another college course, which was more suited to their interests, and they are now feeling more settled as a result.

Supported through social anxiety

Student 4 suffers from social anxiety and this hinders their chances of moving into education, employment and training. The Engagement Coach has made a mental health referral so that they can access support and has supported them to this assessment. Home visits have also been important in making sure this student feels safe and calm.

Supported to get work experience

Covid-19 dramatically hindered Student 5's mental and physical health. Engagement Coach support initially allowed them to consider a variety of available work experience opportunities, such as a one-day taster session at a kennel. It was clear that the additional support was crucial for this young person. However further Covid-19 lockdown restrictions limited contact, and set back the positive developments towards education, employment and training.

Supported to transfer course

Student 7 had quite a complex home life and had struggled with attendance and behaviour in the past. Support consisted of a lot of cross-working with other support agencies and the Engagement Coach maintained a positive relationship with them throughout. Although they were keen to get straight into construction training, they acknowledged that they first needed to gain some maths and English qualifications. They therefore completed this first before moving onto the full construction course with guidance from their Engagement Coach.

Supported to prepare for post-16

Student 6 is looked-after by the local authority and has complex mental health and substance abuse needs. They have a good relationship with their Youth Worker but there are concerns that they will struggle when they leave the school environment after year 11. The Engagement Coach and Youth Worker are working closely together to prepare this young person for post-16.



Reach: Blackpool, Doncaster and Belfast

Reach was a three-year programme supported by The National Lottery Community Fund. Reach existed to help schools meet the complex needs of pupils identified as at risk of exclusion in 29 primary and secondary schools in Blackpool, Doncaster and North Belfast.

Reach worked with school leads, in consultation with targeted young people and their parents/carers, to develop and implement strategies to meet the needs of pupils. Through this work, we aimed to deepen understanding of the needs of those most at risk of exclusion and develop systemic solutions. A range of interventions were chosen per school and per area, according to local needs.

Our research has found a consistent correlation between low literacy and likelihood of exclusion. All children were assessed for reading ability at the start and end of the project, and positive progress was seen across the cohort, compared to national average progress.

Children and young people



*Free School Meals (FSM)

+0.7

Increase in average Reading Standard Age Score across the Reach programme

Blackpool

Delivery	Year 3
Schools	9
Partner organisations	7

+0.8

Increase in average Reading Standard Age Score in **Blackpool**

Trauma-Informed Care

In the early years of the Reach programme, trauma was identified as a significant driver behind behavioural and mental health issues in the cohort of young people at high risk of exclusion. This led to the development of a Trauma-Informed Care strategy, co-produced by Blackpool schools, Better Start UK and Right to Succeed.

In the final year of the programme, the schools successfully implemented the strategy. The collaborative approach helped to connect services and organisations to support the delivery of the initiative. It also ensured that the messaging and training on trauma-informed responses remained research-informed and consistent across Blackpool.

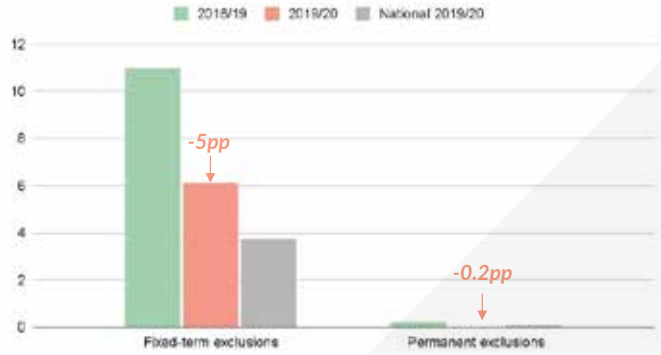
Nurtureuk

Nurtureuk was a significant partner in our Blackpool schools throughout Reach's three years. Nurtureuk's National Schools Nurturing Programme recognises that children and young people who have a good start in life have significant advantages over those who have experienced missing or distorted early attachments. Nurtureuk provides effective mental health and wellbeing support for children and young people who have experienced missing or distorted early attachments, giving them the social and emotional skills to do well at school and in life.

Through Nurtureuk, Blackpool schools were supported to use their assessment tool, The Boxall

Profile, to evaluate children's social, emotional and behavioural development. The Boxall Profile helps education professionals to interpret pupils' behaviour, so they can spot issues sooner, and reduce their impact on children's learning.

Rate of exclusions in Reach Schools, Blackpool



Children and young people

Across the Reach schools in Blackpool, the permanent exclusion rate dropped by 80% over the first two years of the programme (before March 2020) to 0.04, below the national average. The fixed-term exclusions rate also dropped significantly in the same period, by 44%.

Doncaster

Delivery	Year 3
Schools	10
Partner organisations	4

+0.4

Increase in average Reading Standard Age Score in **Doncaster**

Fortis Therapy

We worked with Fortis Therapy to deliver a whole-school therapeutic offer to four of our Doncaster schools whose GL Assessment results identified that some pupils needed extra support. The four schools came together as a community of practice around the approach to school improvement, using leadership coaching, whole-school training and direct therapeutic work with children.

To respond to the high level of need from Doncaster schools, we co-commissioned additional resources to allow the schools to engage a whole-school therapeutic offer.

Enable

Over the second year of the project, the Enable programme was rolled out to Doncaster schools. Led by Paul Carlile, Enable trains school staff and leaders to take a whole-school approach to working with at-risk pupils, to create long-term, systemic change. This approach is centred on developing a conversational framework to enable the growth and development of pupils.

Enable case study: Spa Academy, Askern

Incidents that happen in school are logged on a secure monitoring system that schools can use to monitor safeguarding, wellbeing and all pastoral issues. Comparing data from Autumn term 2019 to Autumn term 2020, we saw that, since the implementation of Enable training, behavioural incidents as a whole decreased from 160 to 79. Breaktime and classroom incidents fell from 100 to 45 and verbal, defiance and physical behaviour incidents declined too, from 138 to 64.

North Belfast

Delivery	Year 3
Schools	10
Partner organisations	2

+0.6

Increase in average Reading Standard Age Score in **North Belfast**

Youth voice participation

Over the past year, integrating youth voice and youth engagement into the design and delivery of the programme was a high priority. To support this, our North Belfast programme manager worked collaboratively with three local youth work organisations to consult with young people at risk of exclusion. Following a roundtable event on Youth Participation in September 2020, we designed a partnership project with Queen's University in North Belfast, which aims to highlight and support others to adopt best practice in consulting with young people at risk of exclusion.

Youth literacy project

We secured a small grant of £14,000 from Belfast City Council to deliver a Youth Literacy project in the Reach schools. The project aims to enhance the reading skills of 16 pupils in each participating school. The project is assessing some 700 pupils with significantly low scores on standardised reading tests.

Challenges and learning

Across all the Reach schools, but particularly in Belfast, teaching leads found it difficult to find the time to prioritise the Reach project work over their day-to-day duties. This became worse during the pandemic, when teachers' time and energy was more under pressure than ever.

From this we learned that schools must always be compensated to release teachers from their day role for sufficient time to support programme delivery. Going forward, we have integrated this financial offer into our work.

Plans for 2021/22

In August 2021, the Reach Project officially came to an end, and a seven-month Reach Legacy Plan began, which continues to be supported by NLCF funding. Its aims are to: demonstrate the programme's achievements; share learning; encourage wider uptake of and funding for approaches to reduce exclusion and promote inclusion.

Our legacy plan includes:

- Produce short videos covering what was delivered in each of the three areas and its impact.
- Communicate learning to other schools locally and nationally.
- Three Doncaster schools taking part in the Enable programme, which trains them to take a whole-school approach to working with at-risk pupils, to create long-term, systemic change.
- Rolling out trauma-informed practice training more widely across Blackpool schools until March 2022.

Thank you to The National Lottery Community Fund for its generous support of the Reach programme, to Credit Suisse for additional funding for our inclusion work, and to all our core funders (see p.20), without whom none of this work would be possible.


"The exciting thing about the Reach project was seeing the schools learn from the small-scale interventions and start to scale these across their whole school, meaning they were better able to identify need and deliver early interventions to the children coming through their doors."
Alison Bellaby, Programme Director, Reach
Photo by Stacey Chambers, photography student Blackpool and the Fylde College

Stories from the Reach community

Reducing exclusions at Westminster Primary Academy

Westminster Primary Academy in Blackpool, which is part of the Fylde Coast Academy Trust, serves one of the most deprived neighbourhoods in the country.

Bucking national trends in this area, its pupils make progress significantly above the national average.

With almost 400 pupils on roll, it is substantially larger than the average primary school.



Photo by Lydia Radcliffe-Flowers, photography student Blackpool and the Fylde College

Developing deeper understanding of pupils

Spirals of Enquiry. The school took part in Whole Education's Spirals of Enquiry programme. The model is designed to help schools understand what is really going on for their learners. The enquiry revealed that the pupils had good relationships with teachers but weren't confident in articulating the purpose of their learning. It found that while children enjoyed coming to school, they "weren't always confident in what or why they were learning".

Boxall profiles: The Boxall profile is an assessment tool for children and young people's social, emotional and behavioural development. The Boxall assessments highlighted that "all of our children needed support to develop their attention".

GL Assessment's PASS survey: The survey on pupil attitudes to self and school provided further context: 96% had a good attitude to teachers, but only 66% were confident in their learning.

Interventions

Nurture groups

Working with partner Nurtureuk, the school set up a nurture group, initially only for the children in the Reach Programme. This was tailored to the needs of individuals, and focused on "giving them the tools to recognise their emotions". Creating this space for pupils was a crucial first step in helping them stay in school.

Outdoor learning

The school used outdoor learning to build pupils' confidence. Trips to Beacon Fell and Brockholes Nature Reserve gave children who struggled to engage in the classroom an environment where they felt empowered to contribute.

How the teachers adapted their practice

Relationships first

The school worked to find which adult knew and could support each child best, regardless of their position in the school.

Responsive teaching

Alongside outdoor learning and nurture groups, teachers focused on what they described as "more responsive and reflective teaching". In doing so, they displayed the flexibility and child-centred approach at the heart of their culture.

Adapting the school routines

Prioritising relationships allowed teachers to identify specific impediments to children's learning. Staff were able to assess and adapt to ensure children had the best start to the day, whether it would be providing a warm breakfast, starting their day with mentoring or support children to allow them to feel safe. This flexibility allowed them to engage in school in a way that would previously have been impossible.

Impact

Westminster Primary Academy reduced exclusions across the whole school by 85%.



Photo by Stacey Chambers, photography student Blackpool and the Fylde College

North Birkenhead, Cradle to Career

Putting the people of North Birkenhead at the heart of education, services and local decision-making

Cradle to Career aims to significantly improve literacy standards among children, give families easy access to the support they need, improve the quality of life for all and create new opportunities for local children and young people.

Delivery	Year 1
Schools	8
Partner organisations	27

The programme provides community-based support through a 17-person team based at a local community centre, improves literacy with local schools, encourages local pride and involves local residents in designing campaigns and making decisions about the programme. The project has three main areas of focus, which are supported by three working groups: Education, Community and Families & Services.

Progress in education

Children and young people

The Education Working Group focuses on improving literacy and language. In the project's first year we measured baselines for 1,094 pupils in years 5-8 and an additional 321 pupils completed Early Years Foundation Stage and WellComm (a toolkit to identify unidentified speech and language issues in primary school children) assessments.

+2.5

Increase in average Standard Age Score

+61%

Increase in pupils with highest reading levels (stanine 7-9)

The project schools achieved incredible results in reading last year, considering that nationwide, primary school children ended the year with a month's learning loss compared to previous years, and secondary school children fared even worse. This effect was exacerbated for disadvantaged children, with research from the Department of Education finding that "The pandemic has exacerbated a situation in which pupils from disadvantaged backgrounds achieve lower progress and lower outcomes than their peers."



*Free School Meals (FSM)



Progress in families and services

Systems and structures

The Family and Services Working Group are making positive inroads in collective working to support the children and families of North Birkenhead, and have embedded the Community Support Team within the community. This is an innovative model, where Family Connectors work closely with Wirral Council's newly-formed Multi-Disciplinary Team to provide an integrated support package for local families. The team has been working together since November 2020, and operating out of a community centre at the heart of North Birkenhead since May 2020.

The multidisciplinary approach of the Community Support Team has had a positive impact on how quickly families access support. Support is now tailored to need and families have avoided long wait times, during which situations can escalate.

24

families signed up for support from Family Connectors in Year 1

The Multi-Disciplinary Team have supported:

37

children to step down* from Child in Need Level 5 support status

85

children from Child Protection Plans Level 6 to Child in Need support

*A step-down indicates that less severe support is required by the Local Authority and thus that families are making positive progress.

Progress in the community

Community around the child

The Community Working Group this year launched an #OurNorthEnd local pride campaign, which aims to increase engagement of community members, and harness the positive community spirit already embedded in the North End.

- A local history mural has been painted.
- The programme ran a Community Seed Fund to support community projects that tackle a local need, including a special education needs playgroup, circus skills workshops, a community allotment and play equipment.

15

resident projects approved

£15,000

awarded

Plans for 2021/22

The impact of Covid-19 meant that there were implementation delays to some of the Year 1 interventions and community initiatives. In Year 2, key activities will include:

- Improving speech and language support in Early Years.
- Supporting at-risk children with transition to secondary school through shared SENCo and Educational Psychologist roles.
- Administering the Community Seed Fund 2.0 and the Service Collaboration Fund.
- Mapping the baseline youth offer.

Thank you to Steve Morgan Foundation, SHINE and Wirral Council for their generous support of the programme, and to all our core funders (see p.20), without whom none of this work would be possible.

Stories from the North Birkenhead, Cradle to Career community

Working with local primary schools to improve literacy and language in early years

About half of the children at Bidston Avenue live in areas that have extremely high levels of deprivation and which are also amongst the most deprived in England.

The school wanted to focus on improving oral language in Early Years as they were seeing increased numbers of children who were assessed as 'below' or 'well below' within the Prime Area of 'Communication & Language' and the impact of Covid-19 due to national lockdowns.

Their Wellcomm screening results revealed that 59% of children had a delay, with 15% of these with a signifcant delay.

Interventions

NELI (Nuffield Early Language Intervention)

The Nuffield Early Language Intervention (NELI) is a programme for children in Reception (4-5 years) which has been found to improve children's language and early literacy skills. The programme involves a trained teaching assistant providing short small-group and individual teaching sessions to around 3-6 pupils for 20-weeks.

Total Communication

- 6 children targeted with specific strategies throughout the day in addition to their specific NELI intervention group
- All children targeted with Total Communication strategies
- 1 child with an EHCP with significant difficulties was targeted with Total Communication strategies specifically with 1:1 support throughout the day

Feedback from training:

- Weekly feedback sessions from training were planned with staff to gain greater understanding of why some children's speech was unintelligible

Impact

Cohort:

4/6 of the children receiving specific strategies throughout the day progressed from significant delay to 'mild delay or age appropriate'.

The child with an EHCP had moved from 18 months to 3 years, showing 18 months progress in 8 months.

Staff:

Staff have increased confidence and understanding of early language development and the risk factors that can affect it. All F2 staff found the Total Communication strategies and resources easy to use, effective and will continue to use them in their everyday practice.

Whole School:

Staff have increased awareness of the issues impacting on speech, language and communication in our youngest children. The strategies and resources gained from the training will be shared with other members of staff and used with identified children as needed (supported by the F2 staff).

"Using Total Communication strategies has enhanced my teaching. All of the children respond to the actions immediately. I am very aware that I now use these gestures and actions throughout the day with other children in the Foundation Unit."

Neryn Evans, TA3 and delivering the NELI programme

How Family Connectors are supporting local families



Karen Costain, Family Connector, North Birkenhead Cradle to Career

Aisha

Aisha had been suffering in an abusive relationship after her ex-partner had come out of prison, and had briefly had her children taken away. When she met her Family Connector, she had her children back and wanted to take charge of her life.

Her Family Connector helped her to:

- Manage her finances by getting free baby items, a crisis food hamper until her next pay day and a working washing machine
- Consider her employment options by securing her a laptop and recommending a job coach
- Find new accommodation that was still close to her son's school.

The impact

- More confidence
- Improved environment for the children and family
- Supporting Aisha to find a job

Victoria

Before working with Family Connectors, Victoria was going through a difficult time. She had low confidence in herself, was struggling to support her two children at home, and her ex-partner was out of work and not coming around to see the kids.

Her Family Connector helped her to:

- Get new toys and play equipment for the children
- Organise a handyman to fix the fridge
- Arrange for counselling to help Victoria work on her confidence
- Engage with her children's father and agree visiting times

The impact

- Improved environment for the children and family
- Supporting Victoria to find a job
- Strengthening relationships between the children and their father

Family Connector stories have been anonymised and details changed to protect people's identity.

Manchester, Every Child

Every child understood, every child included, every child succeeds.

The Every Child Project is a collective impact project focusing on identifying the needs of pupils and working with schools to effectively implement strategies that remove barriers to learning.

Delivery	Year 2
Schools	7
Partner organisations	2

The project aims to develop a systematic approach to reducing exclusions in Key Stage 3, based on accurate assessments of children's developmental needs, tailored interventions, and an effective process of implementation.

Three areas emerged this year as the key priorities to address moving forward: Inclusion, Literacy, and Transition. Examples of how these translate into the work in schools include:

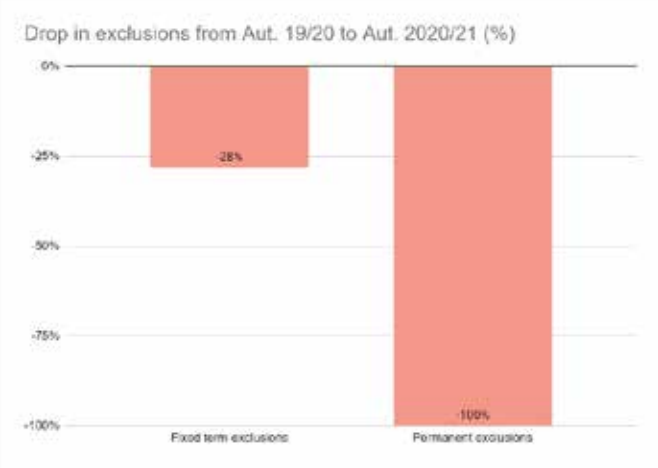
- Embedding whole-school nurture principles.
- Identifying and implementing effective support for pupils with low reading levels and with SEND.
- Developing high-quality literacy teaching and learning as the bedrock of good intervention.
- Upskilling staff with data, research-informed practice and classroom strategies.
- Better understanding the challenges in the transition from primary to secondary.

"Right to Succeed offer something groundbreaking I haven't seen in 20+ years in education: a chance to change the narrative for children and bring about long-term, sustainable change."

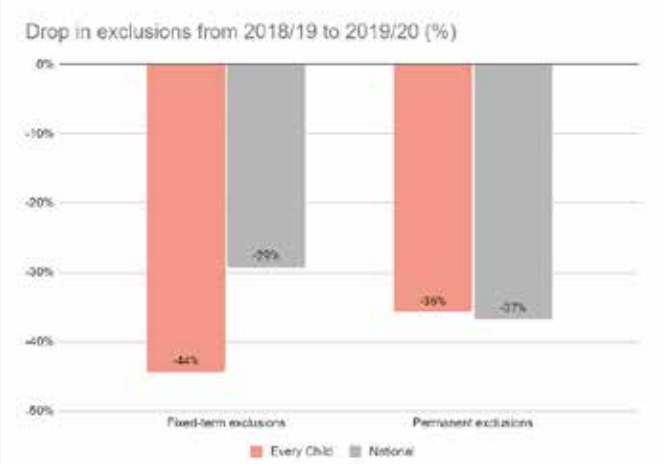
John Rowlands
Executive Principal, Greater Manchester Academies Trust

Progress on inclusion

From Year 1 to Year 2, the Every Child schools saw a 28% reduction in fixed-term exclusions and a 100% reduction in permanent exclusions. (The national data is not yet available for comparison.)



For comparison, from Year 0 to Year 1, there was a drop of 44% in the number of fixed-term exclusions given to pupils across the project schools. This compares favourably to a drop of 29% nationally. (The national drop is likely because of higher student absences due to the pandemic.)



While the pandemic affected the data we were able to collect for the Every Child schools, we had already seen promising signs of progress prior to March 2020. Across all of KS3, there was a reduction in the number of pupils who had spent more than five days in internal exclusion in Term 2 compared to Term 1. Most encouragingly, the schools reported no Year 7's in this group in the second term, compared to 14 pupils in the first.

Progress in literacy

Children and young people

-0.4

Change in average Reading Standard Age Score

+17%

Pupils with highest reading levels (stanine 7-9)



*Free School Meals (FSM)



Transition Project

Following a successful pilot in Year 2, seven primary schools in North and East Manchester will take part in a new project to support students' transition from primary to secondary school.

Difficulties in speech, language and communication needs as well as social, emotional and mental health needs are often not recognised in students until they reach secondary school, and have a significant impact on pupils' risk of being excluded. By supporting primary schools to identify needs, we can target support for pupils at an earlier stage, to help reduce school exclusions.

Plans for 2021/22

- Continue with National Nurturing Schools Programme, EEF Literacy training, EEF Learning Behaviours training.
- Transition project (see above).
- Continued alignment with and feedback on the Manchester Inclusion Strategy.
- Evaluative process with Research School to look at intervention and whole-school implementation.
- Sustainability planning beyond year 3.

Thank you to SHINE and Four Acre Trust for their generous support of the Every Child programme, to Credit Suisse for additional funding for our inclusion work, and to all our core funders (see p.20), without whom none of this work would be possible.

Stories from the Every Child community

Repurposing approaches to alternative provision to improve educational offer

Before the Every Child programme, Manchester Communication Academy had around 25-30 students educated in alternative provision with a significant budget supporting this approach.

Internal Alternative Provision

The Every Child programme has enabled the school to reimagine their approach to supporting students most vulnerable within a mainstream setting. The school has invested in both staffing and resources to develop an effective internal provision, The Take 2 Centre, that more appropriately meets the needs of students requiring more focused support. The Take 2 Centre replicates the approach of alternative providers by developing small group tuition and supports children to self regulate, develop their independence and to develop a dual approach between personal and academic support.

The school now adopts a more appropriate preventative rather than reactive approach that is better able to support pupils with additional needs and more quickly intervene when these needs are identified.

This provision engages with families and key agencies as equal partners to co-construct the most appropriate child centred approach. The knowledge developed from this has shaped policy and practice which has resulted in a scalable and sustainable model. Both pastoral and academic data and effective knowledge sharing identifies the barriers that families and children may face, that makes them more vulnerable and this enables appropriate informed support at the earliest moment.

Impact

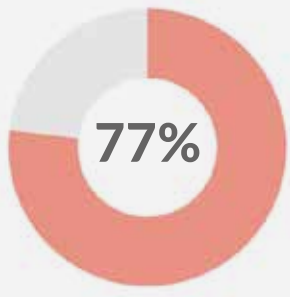
The repurposing of the alternative provision budget to deploy specialist support and adapting a curriculum that engages and responds to need has generated £150,000 that has supported a more effective internal approach.

This has resulted in:

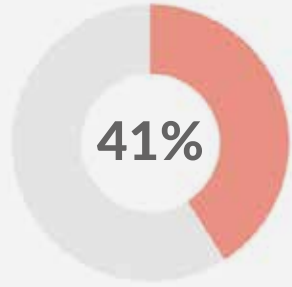
- 38% reduction in fixed-term exclusions
- 68% reduction in externally sourced alternative provision places
- Improved engagement with children and families
- Improved attendance for key targeted groups
- A broad curriculum for identified students, including employer engagements, careers and skills training
- Improved specialist support such as counselling, CBT and mental health support
- A 'starting now' approach that tracks students more effectively from Year 6/7, identifying key vulnerabilities and ensuring early intervention

Impact of 'behaviour for learning' policy at School A

After recognising that referrals to the internal exclusion room were high, School A introduced a new 'behaviour for learning' policy. The impact of the change in approach is highlighted in the significant decline in both internal and fixed term exclusions.



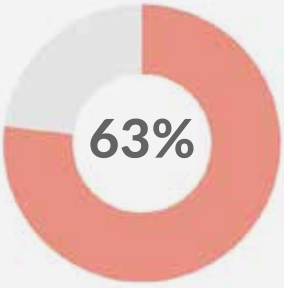
Reduction in internal exclusions



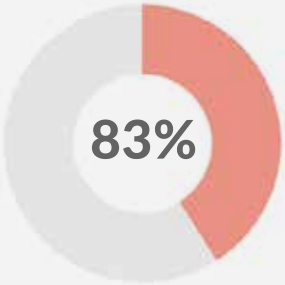
Reduction in fixed-term exclusions

Impact of a new behaviour policy at School B

School B identified that there was a need to adjust the behaviour policies following joining the project in September 2019. The school would record behaviour points for a variety of incidents, including not completing homework. Due to this, the number of recorded Behaviour Incidents were considerably higher than other project schools. The schools' new behaviour polices has resulted in a significant reduction of incidents from Autmn 2019 to Autumn 2020. This must be viewed with caution due to the situation in schools in 2020 due to Covid.



Reduction in fixed-term exclusions



Reduction in number of students with 2 or more fixed-term exclusions



Every Child Project Leads examine the evidence for improving behaviour with the Manchester Communication Research School

Plans for Discovery programmes in 2021/22

Blackpool, 10-year Education Strategy

The transition to a town-wide place-based approach to achieve educational equity for all children and young people.

Blackpool is moving to a bold 10-year education strategy, building on the legacy of the Blackpool Opportunity Area, and focused on enabling children to thrive and achieve their potential in adulthood.

The strategy will see the town split into three Cross-Phase Areas (Blackpool North, Central and South), bringing together key stakeholders from all phases of education in each area to improve children and young people's outcomes.

The town-wide priorities are to improve literacy and to promote inclusion, and will include a focus on improving outcomes in early years, and supporting post-16 transitions to education, employment and/or training.

Right to Succeed is proud to have been awarded the contract to support the town's transition to effective place-based work across the three areas, which will take the form of a Discovery project over 12 months.

Liverpool City Region, Knowsley and Halton, Cradle to Career

Delivering effective place-based change of children and young people's outcomes in Liverpool City Region's most left-behind communities.

The Liverpool City Region Combined Authority (LCRCA) Schools Support Programme is piloting Cradle to Career to support education and community development, and help drive sustainable economic growth within the Liverpool City Region.

Initially, the Discovery work managed by Right to Succeed will take place in Northwood in Knowsley and Halton Lea in Halton. The project is designed to enable the community to take ownership of the development of the area in which they live, addressing key issues affecting them and building on the strengths already in the community. It is this ownership that will ensure the sustainability of improved outcomes for children and young people.

Further, the project will seek to evaluate to what extent the conditions for effective place-based change are present amongst key stakeholders currently living and working in those communities.

Manchester, Inclusion Strategy

In September 2021 we started a new project in Manchester, which is running at the same time as the Every Child Project. We have been invited to support Manchester City Council (MCC) in continuing to develop and implement their Inclusion Strategy from September 2021.

The strategy was initially developed by MCC and multi-agency partners in 2019, to help the council work together to support children and young people to remain engaged in education and reduce the risk of all types of exclusion. However, following the pandemic, the strategy has been revised. The newly developed Inclusion Strategy 2021-2024 programme will be overseen by the Inclusion Strategy Board, made up of representatives from MCC, multiple agencies, schools, youth/community sector, funders, and families.

Right to Succeed will be directly supporting the Inclusion Strategy Board to plan implemention of the strategy. The Inclusion Strategy 2021-2024 will have a much wider reach than the original, looking to support all schools across the city to work collectively. It will support schools to identify children's needs, help them to provide the support/intervention pupils need to succeed, and foster a collaborative approach to inclusive practice for stakeholders across the city. This project is now in the Discovery phase which will continue until January 2022.

Norfolk, Youth Endowment Fund

Right to Succeed is working with the Youth Endowment Fund (YEF) on the Neighbourhood Fund programme to support a community in Norfolk to lead on decision making that can positively impact the local neighbourhood, by preventing children and young people from becoming involved in violence.

The Neighbourhood Fund aims to understand whether co-designing approaches with local communities to address specific challenges in relation to serious violence can work, and if they can identify successful components to reduce the number of children and young people becoming involved in violence.

The fund will test different models and approaches to community engagement to better understand how, where and why it supports improved outcomes for children at risk of becoming involved in violence.

During Discovery, we will establish key relationships and carry out in-depth data analysis to select a hyper-local area for delivery of the programme. We will then identify local strengths and assets; map funding, systems and stakeholders; and begin to identify opportunities for change.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Collective Impact Conditions

01 A common agenda

02 Shared measurement system

Constitution

Right to Succeed was established as a Charitable Incorporated Organisation (CIO) with the Charity Commission on13 March 2015. The CIO's constitutional documents are its Articles of Association.

Organisation

Trustees can be appointed by ordinary resolution of the members.

The trustees, who served throughout the financial year, except as stated below, were as follows:

Trustee	Appointed	Resigned
Ms Debi Bailey		
Mrs Alita Benson		
Ms Julia Grant		
Mr Anthony Harte		13 March 2021
Ms Catherine Hodges	19 January 2021	
Ms Suzanne McCarthy	13 October 2020	
Mr Jo Owen		13 March 2021
Ms Madhu Rajesh	20 April 2021	20 September 2021
Mr John Rowlands		
Mr Charles Scott		
Mr David Sheldon		13 March 2021
Mr Michael Wells	19 January 2021	
Mr Chris White		13 March 2021

The trustees of the charity are given information on the roles and responsibilities of trustees of a UK charity and are invited to attend regular Trustee Training Workshops run by Buzzacott LLP and Bates Wells Braithwaite LLP. Trustees are regularly updated on Charity Commission best practice. On becoming a trustee, each trustee goes through an induction process which includes meeting key members of the executive and reading core documents detailing our work and future plans.

Each trustee aims to visit the work in schools or similarly informative events on the ground (or by video call during the Covid-19 pandemic) at least once a year.

Anthony Harte, Jo Owen, David Sheldon and Chris White reached their maximum terms this year. We thank them for their incredible support in the first six years of the charity.

Key management personnel

The trustees consider that they comprise the key management personnel of the charity along with the Senior Executive Team, which, following a restructure of the team on 1 January 2021, comprises:

Graeme Duncan	Chief Executive
Beth Matheson	Chief Operations Officer
Catherine Murray (appointed 27 October 2020)	Chief Development Officer
Paul O'Neill	Chief Programmes Officer

Until 31 December 2020, Olivia Sixsmith, Director of Development, and Belinda Logan, Director of Reach, were also a part of the Senior Executive.

Remuneration of the Chief Executive is set by the board. Remuneration of other senior managers is set by the Chief Executive and reviewed by the Finance Committee on behalf of the board.

Trustees responsibility statement

The trustees are responsible for preparing the trustees' report and account in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and Wales requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that year. In preparing these accounts, the trustees are required to: select suitable accounting policies and then apply them consistently; observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102); make judgements and estimates that are reasonable and prudent; state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation. The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations and the provisions of the charity's constitution. 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 accounts may differ from legislation in other jurisdictions.

Risk management

The trustees have reviewed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the Charity and its finances. The trustees review the measures in place and establish policies, systems and procedures to minimise or manage any potential impact on the charity should those risks materialise. The principal risks and their main mitigations are as follows:

Strategic risk

As our programmes grow in number and size we need to maintain the quality of what we deliver and build a sustainable future. We have a robust decision making process for new opportunities to ensure we understand and can manage the risks around funds, capability, capacity and stakeholders. We have started to codify our approach to programme delivery to ensure that we will achieve consistent quality, and to ensure learnings are built into future activity.

Impact risk

Our programmes span multiple years and by their nature, the desired outcomes are subject to a number of variables, such as Covid. We need to be able to demonstrate our impact to secure funding and to attract new programmes. All programmes apply our data driven Impact Measurement Framework and new programmes will have specific measurable outcomes that are baselined. We will continue to develop this framework, learning from existing programmes and working with funders to ensure the profile of our impact is understood.

Delivery risk

Planning and budgeting programmes over multiple years is challenging, compounded this year by Covid-19 disruption to our schools and our communities. Our methodology includes extensive pre-discovery and discovery work to ensure programmes are scoped properly, roles and responsibilities are understood and budgets and plans are realistic. Programme plans and risk registers are reviewed regularly and continuous communication between programme teams and the Senior Executive team has enabled programmes to be adapted in the year to ensure progress.

Our team, whilst growing, is small and does not have the capacity to absorb significant absences or attrition. Historically we have not been able to recruit for programmes before funding is secured which is often close to the start date. We have invested in staff engagement and learning and development to support retention of our team and will review recruitment options to reduce the burden at critical times, typically the start of the academic year.

Funding risk

The withdrawal of programme funding or insufficient funds to finance our core operations would prevent RTS from delivering its strategy. We secure full funding in advance for each phase of our programmes and obtain co-commissioning from Local Authorities or similar to ensure commitment. We regularly engage with commissioners/funders. The Finance Committee regularly reviews funding pipeline status and this is reported to the Board.

Partner risk

We rely on third parties to help deliver the programmes; a failure by one or more partners could impact on our delivery and/or reputation. Partnership agreements are in place for all key functions in our programmes. Our partnerships function manages the partner process and co-ordinates across all programme partnerships.

Other significant risks that the trustees monitor but consider currently less likely to arise given the mitigating controls in place are:

— Reputational management: Failure to manage serious untoward incidents of any kind resulting in reputational damage.

— Data protection breach or a safeguarding concern

Having assessed the major risks, the trustees are satisfied that the charity has taken actions to mitigate these risks to a tolerable level. The presence of regular monitoring of both Programme and organisational objectives at Senior Executive and Board level helps identify any early indicators around the risks.

Fundraising

The charity's fundraising is largely focused on engaging with trusts, foundations and other grant-making institutions. We do receive a small number of donations from individuals but we have not made any fundraising appeals to the general public to date. The charity is registered with the Fundraising Regulator and undertakes regular reviews of the Regulator's Code of Fundraising Practice, and endeavours to keep abreast of changes in legislation, regulation and best practice in fundraising. The charity received no complaints from donors or members of the public about its fundraising practices this year

RIGHT TO SUCCEED



03 Mutually reinforcing activities

04 Continuous communication

05 Backbone support organisation

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

- Mrs Suzanne McCarthy (chair) (appointed trustee 13 October 2020, appointed chair 19 January 2021)
- Ms Debi Bailey
- Mrs Alita Benson
- Mrs Julia Grant
- Mr Anthony Harte (resigned 13 March 2021)
- Ms Catherine Hodges (appointed 19 January 2021)
- Mr Jo Owen (resigned as chair 19 January 2021, resigned as trustee 13 March 2021)
- Mrs Madhu Rajesh (appointed 20 April 2021, resigned 20 September 2021)
- Mr John Rowlands
- Mr Charles Scott
- Mr David Sheldon (resigned 13 March 2021)
- Mr Michael Wells (appointed 19 January 2021)
- Mr Chris White (resigned 13 March 2021)

Registered office

40 Bowling Green Lane
London
EC1R 0NE

Charity registration number

1160886

Auditors

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers

CAF Bank
25 Kings Hill Avenue
West Malling
Kent
ME19 45Q

Solicitors

Baker McKenzie LLP
100 New Bridge Street
London
EC4V 6JA

Bates Wells & Braithwaite LLP
10 Queen Street Place
London
EC4R 1BE

Public benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's objectives and aims and in planning future activities

Objects

The objects of the Charity are to advance for the public benefit any purpose or purposes which are exclusively charitable under the laws of England and Wales as the Trustees from time to time see fit with a non-exclusive focus on the education of young people, particularly those from disadvantaged communities including, without limitation by providing educational support to such young people; and providing support to individuals and organisations advancing the education of such people.

FINANCIAL REVIEW

Results for the year

A summary of the year's results can be found on page 61 of the attached financial statements.

The net income for the year was £630,841 (2020 - £879,537). The charity's total income grew by 28.6% to £2,633,242 (2020 - £2,047,164) which consisted mainly of donations and grants. £1,786,857 of this was spent on charitable activities (2020 - £959,242) while £215,544 (2020 - £208,835) was spent on raising income.

We increased the amount of voluntary income raised for the year by 28.3% to £2,582,890 (2020 - £2,012,130) of which £1,807,951 (2020 - £907,297) was restricted: £666,749 towards school based programmes, £335,540 towards core development and advocacy projects and £854,783 towards the new Cradle to Career programme in Birkenhead.

£774,939 (2020 - £1,104,833) of voluntary income raised was unrestricted and was spent on supporting the programmes described above, as well as on design and planning of the programmes for future periods, fundraising and our core costs of running the organisation.

Covid-19 did not put a stop to our programme delivery but it did continue to slow down some of the activity and related expenditure. As a result £536,923 (2020 - 275,614) of funding restricted to a number of our programmes has been carried forward to fund activities delivered in 2021/22. A further £151,958 of funding restricted to core development was carried forward for projects spanning both years.

Reserves policy and financial position

The Charity maintains an unrestricted reserve from which core and programme activities are funded in line with the approved annual plan and budget. As at 31 August 2021 the Charity had free reserves of £1,253,310 (2020 - £1,035,736) which will be used to implement future plans while further funding is sought.

The current reserves policy requires the Charity to maintain an unrestricted reserves position within a target range that is calculated on the basis of 3 - 6 months of current operating costs and such similar costs that the Charity may be committed to within the next 12 months (such as planned expansion of the staff team) to achieve its objectives, plus an estimated cost for an unknown event that could derail the charity's plans and any other commitments made. The range is currently calculated as £0.79m to £1.27m based on the 2021/22 approved budget and plan. The current level of free reserves falls just within this range which trustees are comfortable with due to our current annual funding cycles peaking just before the year end. While the organisation is in growth mode and the economic outlook remains uncertain, the target free reserves will be reviewed on a six month basis to ensure they reflect any increase in base operating costs.

Approved by the trustees and signed on their behalf by:

DocuSigned by:
Suzanne McCarthy
4EBAAE24114A4C8...

Suzanne McCarthy

Chair of Trustees

Approved by the trustees on 20 January 2022

INDEPENDENT AUDITORS REPORT

Independent auditor's report to the trustees of Right To Succeed CIO

Opinion

We have audited the accounts of Right To Succeed CIO (the 'charity') for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- Give a true and fair view of the state of the charity's affairs as at 31 August 2021 and of its income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and accounts, other than the accounts and our auditor's report thereon. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the accounts; or
- Sufficient accounting records have not been kept; or
- The accounts are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including 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), the Charities Act 2011, data protection legislation, anti-bribery, safeguarding, employment, and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and

— Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

— Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
— Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

— Performed analytical procedures to identify any unusual or unexpected relationships;
— Tested journal entries to identify unusual transactions; and
— Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

— Agreeing financial statement disclosures to underlying supporting documentation;
— Reading the minutes of the trustee meetings;
— Enquiring of management as to actual and potential litigation and claims; and
— Reviewing any available correspondence with the Charity Commission and other regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 4 February 2022

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

FINANCIAL STATEMENTS

Statement of financial activities

Income and expenditure	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	Unrestricted funds £	Restricted funds £	2020 Total funds £
Income from:							
Donations	1	**774,939**	**1,807,951**	**2,582,890**	1,104,833	907,297	2,012,130
Charitable activities		**–**	**49,121**	**49,121**	–	33,999	33,999
Other income		**1,231**	**–**	**1,231**	1,035	–	1,035
Total income		**776,170**	**1,857,072**	**2,633,242**	1,105,868	941,296	2,047,164
Expenditure on:							
Raising funds		**215,544**	**–**	**215,544**	208,385	–	208,385
Charitable activities	2	**343,052**	**1,443,805**	**1,786,857**	60,273	898,969	959,242
Total expenditure		**558,596**	**1,443,805**	**2,002,401**	268,658	898,969	1,167,627
Net income for the year		**217,574**	**413,267**	**630,841**	837,210	42,327	879,537
Transfers between funds		**–**	**–**	**–**	(8,067)	8,067	–
Net movement in funds		**217,574**	**413,267**	**630,841**	829,143	50,394	879,537
Reconciliation of funds							
Fund balances brought forward at 1 September 2020		**1,035,736**	**275,614**	**1,311,350**	206,593	225,220	431,813
Fund balances carried forward at 31 August 2021		**1,253,310**	**688,881**	**1,942,191**	1,035,736	275,614	1,311,350

All of the charity's activities derived from continuing operations during the above financial periods.

The charity has no recognised gains and losses other than those shown above.

Balance sheet year ended 31 August 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets	7		**5,356**		9,442
Current assets					
Cash at bank		**2,197,152**		1,920,709	
Debtors	8	**56,093**		44,609	
		2,253,245		1,965,318	
Creditors: amounts falling due within one year	9	**(266,410)**		(663,410)	
Net current assets			**1,986,835**		1,301,908
Total assets less current liabilities			**1,992,191**		1,311,350
Creditors: amounts falling due after more than one year	10		**(50,000)**		–
Total net assets			**1,942,191**		1,311,350
The funds of the charity					
Funds and reserves					
Unrestricted funds		**1,253,310**		1,035,736	
Restricted funds	11	**688,881**		275,614	
Total funds			**1,942,191**		1,311,350

Approved by the trustees and signed on their behalf by:

DocuSigned by:
Suzanne McCarthy
4EBAAE24114A4C8...

Suzanne McCarthy

Chair of Trustees

Approved by the trustees on 20 January 2022

Statement of cash flows year ended 31 August 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	**276,443**	1,430,793
Cash flows from investing activities:			
Purchase of tangible fixed assets		–	(7,973)
Sale of tangible fixed assets		–	825
Net cash used in investing activities		–	(7,148)
Change in cash and cash equivalents in the year		**276,443**	1,423,645
Cash and cash equivalents at 1 September 2020	B	**1,920,709**	497,064
Cash and cash equivalents at 31 August 2021	B	**2,197,152**	1,920,709

Notes to the statement of cash flows for the year to 31 August 2021.

A Reconciliation of net movement in funds to net cash provided by operating activities

	2021 £	2020 £
Net movement in funds (as per the statement of financial activities)	**630,841**	879,537
Adjustments for:		
Depreciation charge	**4,086**	3,101
Profit on sale of fixed assets	–	(147)
Increase in debtors	**(11,484)**	(17,998)
(Decrease)/increase in creditors	**(347,000)**	566,300
Net cash provided by operating activities	**276,443**	1,430,793

B Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	**2,197,152**	1,920,709
Total cash and cash equivalents	**2,197,152**	1,920,709

No separate statement of changes in net debt has been prepared as there is no difference between the movements in cash and cash equivalents and movement in net cash (debt).

Principal accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These statutory financial statements have been prepared for the year ended 31 August 2021.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets;
- Allocation of support costs based on estimated staff time spent on each activity; and
- Estimating the value of donated services.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 August 2022, the most significant area that affects the carrying value of the assets held by the charity is the level of donations income achieved (see the risk management section of the trustees' report for more information).

The trustees regularly consider the impact of the Covid-19 pandemic on the going concern of the charity. They are satisfied that the charity has not seen an impact on its income in the past 18 months and do not anticipate a reduction on income due to the pandemic. The charity has kept its funders informed of any adaptations it is required to make in delivery of its programme work in schools and community, such as conducting meetings and training online and being more flexible with timeframes for pupil assessments. Funders are supportive of the circumstances and have given no indications of withdrawing commitments to funding due to these adaptations, and continue to offer opportunities to apply for renewed funding.

Income

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, income received from local/national government for delivery of charitable activities and other income.

Donations

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Income from charitable activities

This includes income charged to deliver our charitable services. This consists of income from Blackpool Opportunity Area for delivery of Pathways for All in Blackpool.

Donated services

Services donated include provision of legal advice and specialist consultancy. This is recognised as income in the period in which the advice or service was provided based on the value to the charity, which for the most part is the comparable market value. An equivalent amount is recognised in the same period as an expense in the relevant section of the Statement of Financial Activities.

Expenditure and the basis of apportioning costs

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. Expenditure comprises the following:

- Expenditure on raising funds relates mainly to costs of staff time spent on raising funds and awareness of the organisation and the planned programme activities.
- Expenditure on charitable activities in deliverance of the objectives set out in the Trustees' report relate mainly to costs of staff time and travel and payments to our collaborative partners.
- Support costs relate to the costs of governance, IT, finance and other activities involved in managing the organisation. These have been allocated to activities based on estimates of the number of FTE staff engaged in each activity.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. They have been discounted to the present value of the future cash payment where such discounting is material. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fixed assets

Fixed assets costing £1,500 or more are capitalised on the balance sheet and depreciated on a straight line basis over their useful economic life (UEL).

Class of asset	UEL
IT equipment	3 years

Subsidiaries

Right to Succeed CIO has one wholly owned subsidiary, Right to Succeed Limited (company registration 08689873). The subsidiary is currently dormant.

Pensions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 5. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Notes to the financial statements year ended 31 August 2021

1 Donations

	Unrestricted funds £	Restricted funds £	2021 £
Donations	10,639	—	**10,639**
Grants	736,452	1,807,951	**2,544,403**
Donated services	27,848	—	**27,848**
2021 Total funds	774,939	1,807,951	**2,582,890**

	Unrestricted funds £	*Restricted funds £*	*2020 £*
Donations	*603,429*	—	*603,429*
Grants	*483,478*	*907,297*	*1,390,775*
Donated services	*17,926*	—	*17,926*
2020 Total funds	*1,104,833*	*907,297*	*2,012,130*

Donated services in 2021 comprise legal advice provided by Baker McKenzie and Communications advice from Dark Horse and Jayne Moore PR (2020: legal advice by Baker McKenzie and HR advice from Alita Benson).

2 Charitable activities

	Activities undertaken directly £	Support costs £	2021 £
Programmes:			
- KS3 Literacy	121,067	13,740	**134,807**
- Preventing Exclusions (Reach)	406,869	71,614	**478,483**
- Youth Employment (Pathways)	72,693	12,545	**85,238**
- Cradle to Career	509,609	83,623	**593,232**
- Every Child Manchester	164,165	32,211	**196,376**
- Halton & Knowsley Discovery	10,320	4,969	**15,289**
Advocacy and Communicating our work	134,211	30,249	**164,460**
Data Projects	111,296	7,676	**118,972**
Total	1,530,230	256,627	**1,786,857**

Notes to the financial statements year ended 31 August 2021

2 Charitable activities (continued)

	Activities undertaken directly £	*Support costs £*	*2020 £*
Programmes:			
- *KS3 Literacy*	*150,199*	*15,585*	*165,784*
- *Preventing exclusions (Reach)*	*279,607*	*56,050*	*335,657*
- *Youth employment (Pathways)*	*34,715*	*14,477*	*49,192*
- *Cradle to Career*	*124,211*	*27,117*	*151,328*
- *Every Child Manchester*	*99,624*	*30,052*	*129,676*
Advocacy and Communicating our work	*39,657*	*3,447*	*43,104*
Data Insights Project	*70,208*	*14,293*	*84,501*
Total	*798,221*	*161,021*	*959,242*

3 Support costs

	Raising funds £	Programmes £	Data Projects £	Advocacy and communicating our work £	**2021 £**
IT and communications	7,638	33,147	1,163	4,585	**46,532**
Financial administration	5,374	23,325	819	3,226	**32,744**
Governance (note 4)	12,946	56,186	1,972	7,771	**78,875**
Other	24,434	106,045	3,722	14,667	**148,868**
	50,392	**218,702**	**7,675**	**30,249**	**307,019**

	Raising funds £	*Programmes £*	*Data Insights Project £*	*Advocacy £*	*2020 £*
IT and communications	*2,033*	*10,160*	*1,013*	*244*	*13,450*
Financial administration	*2,516*	*12,577*	*1,255*	*303*	*16,651*
Governance (note 4)	*8,573*	*42,856*	*4,275*	*1,031*	*56,735*
Other	*15,542*	*77,688*	*7,750*	*1,869*	*102,849*
	28,664	*143,281*	*14,293*	*3,447*	*189,685*

All support costs are allocated based on estimates of staff time spent on each activity.

4 Governance costs

	2021 £	2020 £
Audit fee	**8,906**	8,574
Legal fees	**22,660**	17,925
Trustee meetings and travel	**–**	55
Other Professional Fees	**17,165**	6,134
Insurance	**5,478**	4,760
Staff costs	**24,666**	19,287
	78,875	56,735

Legal fees in Governance Costs in 2021 and 2020 were all provided pro bono.

5 Employee and key management remuneration

Summary

Staff costs during the year were as follows:

	2021 £	2020 £
Wages and salaries	**829,743**	509,727
Social security costs	**86,791**	50,666
Pension contributions	**69,051**	35,850
	985,585	596,243

Staff numbers

The average number of staff employed during the year on a headcount basis was 23.2 (2020 – 13.2). The average number of employees during the year, calculated on a full time equivalent basis (FTE), analysed by function, was as follows:

	2021 £	2020 £
Raising funds	**3.1**	1.5
Charitable activities	**14.2**	7.4
Core management and support	**4.2**	2.2
	21.5	11.1

Higher paid employees and remuneration of key management personnel
One employee earned between £90,000 and £100,000 (2020 – no employee), no employees earned between £80,000 and £90,000 during the year (2020 – one employee) and two employees earned between £60,000 and £70,000 (2020 – one employee).

The key management personnel of the charity are the trustees along with the Executive Team. The trustees do not receive remuneration. The total employee benefits including National Insurance contributions of the key management personnel of the charity were £372,149 (2020 - £370,729).

No trustee received any remuneration for the period in which they served as a trustee. No trustee claimed expenses for the period in which they served as a trustee totalling (2020 - £140 reimbursed to one trustee).

5 Employee and key management remuneration (continued)
The Charity purchased Trustees' indemnity insurance at a cost of £1,398 (2020 - £1,434) for the year. The policy provides indemnity for the Trustees and professional liability to a limit of £1,500,000.

6 Taxation
Right to Succeed CIO is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

7 Fixed assets

	IT Equipment £
Total cost at 1 September 2020 and 31 August 2021	**14,873**
Accumulated depreciation at 1 September 2020	**(5,431)**
Depreciation charge	**(4,086)**
Accumulated depreciation at 31 August 2021	**(9,517)**
Net book value at 31 August 2020	**9,442**
Net book value at 31 August 2021	**5,356**

8 Debtors

	2021 Total funds £	2020 Total funds £
Accounts receivable	**20,260**	34,682
Prepayments and accrued income	**29,294**	4,514
Other debtors	**6,539**	5,413
	56,093	44,609

9 Creditors: amounts falling due within one year

	2021 Total funds £	2020 Total funds £
Accounts payable	**24,254**	28,601
Taxation and Social Security	**31,484**	2,294
Accruals and deferred income	**197,376**	624,946
Other creditors	**13,296**	7,569
	266,410	663,410

10 Creditors: amounts falling due after one year

	2021 Total funds £	2020 Total funds £
Deferred income	**50,000**	–
	50,000	–

Movement in deferred income

	£
Deferred income at 1 September 2020	**578,616**
Income released during the year	**(578,616)**
Income received and deferred	**125,000**
Deferred income at 31 August 2021	**125,000**

Notes to the financial statements year ended 31 August 2021

11 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations held to be applied for specific purposes:

	At 1 September 2020 £	Income £	Expenditure £	Transfer from un-restricted funds £	**At 31 August 2021 £**
Preventing exclusions (Reach, Big Lottery Fund Grant)	160,572	317,128	(372,005)	–	**105,695**
Reach (additional funders)	–	24,375	(24,375)	–	**–**
Every Child (Manchester)	45,911	110,000	(148,776)	–	**7,135**
KS3 Literacy (Blackpool)	10,091	132,246	(114,519)	–	**27,818**
Pathways for all (Blackpool)	23,999	83,000	(75,064)	–	**31,935**
Cradle to Career (North Birkenhead)	4,515	854,783	(494,959)	–	**364,339**
Project Place	17,733	51,927	(69,660)	–	**–**
Data insights project	12,793	–	(12,793)	–	**–**
Capacity Building – Youth Endowment Fund grant	–	17,672	(17,672)	–	**–**
Capacity Building – other grants	–	132,827	(15,478)	–	**117,349**
Data Platform Project	–	133,114	(98,504)	–	**34,610**
	275,614	1,857,072	(1,443,805)	–	**688,881**

11 Restricted funds (continued)

	At 1 September 2019 £	Income £	Expenditure £	Transfer from un-restricted funds £	At 31 August 2020 £
Preventing exclusions (Reach, Big Lottery Fund Grant)	*175,517*	*309,503*	*(324,448)*	*–*	*160,572*
Every Child (Manchester)	*–*	*150,000*	*(104,089)*	*–*	*45,911*
KS3 Literacy (Blackpool)	*–*	*175,000*	*(164,909)*	*–*	*10,091*
Pathways for all	*–*	*63,999*	*(44,180)*	*4,180*	*23,999*
Cradle to Career	*36,703*	*101,978*	*(134,166)*	*–*	*4,515*
Project Place	*–*	*39,333*	*(25,487)*	*3,887*	*17,733*
Data insights project	*13,000*	*70,000*	*(70,207)*	*–*	*12,793*
Capacity Building	*–*	*31,483*	*(31,483)*	*–*	*–*
	225,220	*941,296*	*(898,969)*	*8,067*	*275,614*

Transfers from unrestricted funds were made in the prior year where trustees have committed to allocating unrestricted funds to projects where there was a small shortfall in funding so as to deliver the project's objectives.

The Big Lottery Fund (now the National Lottery Community Fund) has provided the Charity with two grants for the Reach programme focussing on preventing exclusions in Blackpool, North Belfast and Doncaster. The Charity also received other funding for its work to reduce exclusions in these areas from a small number of other funders.

The ***Every Child*** programme, based in Manchester and focussing on reducing exclusions in KS3, is funded partly by SHINE Trust and one other donor.

Cradle to Career in Birkenhead is funded by the Steve Morgan Foundation and SHINE Trust. Funds at year end will be applied to programme delivery in 2021/22, some of which was delayed from 2020/21 due to the pandemic.

Restricted funds for ***Capacity Building*** *includes a grant from* The Youth Endowment Fund for development of the Charity's theory of change, a grant for development of the Charity's place based measurement framework and a grant for development of the Charity's programmes, data analysis and evaluation in readiness for expansion to new areas.

Project Place, Pathways for All and KS3 Literacy are all funds restricted to the respective programmes as described in the Trustees Annual Report.

Credit Suisse EMEA Foundation funded the ***data insights project*** in the prior year which included development of an impact portal, testing for which has been delayed due to the ongoing disruption in schools.

In 2020/21 the Charity started work on a data platform for the schools in our North Birkenhead Cradle to Career programme. The platform is being developed with ImpactEd and will bring together data from participating schools' management information systems as well as data on child development collected as part of the programme. Schools should then be able to gain insight into the effectiveness of their work and tailor their support and interventions to improve attainment. This project is funded by the Steve Morgan Foundation and the Department of Culture, Media and Sport.

Notes to the financial statements year ended 31 August 2021

12 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	**At 31 August 2021 £**
Fund balances at 31 August 2021 are represented by:			
Tangible fixed assets	3,737	1,619	**5,356**
Current assets	1,270,983	982,262	**2,253,245**
Creditors: amounts falling due within one year	(21,410)	(245,000)	**(266,410)**
Creditors: amounts falling due after one year	(21,411)	(50,000)	**(50,000)**
Total net assets	1,253,310	688,881	**1,942,191**

	Unrestricted funds £	*Restricted funds £*	*At 31 August 2020 £*
Fund balances at 31 August 2020 are represented by:			
Tangible fixed assets	*5,709*	*3,733*	*9,442*
Current assets	*1,086,920*	*878,398*	*1,965,318*
Creditors: amounts falling due within one year	*(56,893)*	*(606,517)*	*(663,410)*
Total net assets	*1,035,736*	*275,614*	*1,311,350*

13 Operating lease commitments

At 31 August 2021, the charity's future minimum lease payments under non-cancellable operating leases were as follows:

	2021 £	2020 £
Amounts due:		
Within one year	**21,785**	1,304
Between one and two years	**210**	714
	21,995	2,018

14 Related party transactions

The aggregate amount of donations received in the year from related parties was £nil (2020 - £nil).

There were no related party transactions during the year.

John Rowlands, trustee, is executive principal of Greater Manchester Academies Trust (GMAT). He has chaired the steering group on the charity's Every Child project in Manchester since the start of the project in 2018. Manchester City Council (MCC), as co-commissioners of the Every Child Project, pay GMAT £15,000 per annum for John's time leading the project. There is no contractual agreement between the charity and MCC to make this payment.

15 Liability of members

The charity is constituted as a charitable incorporated organisation. In the event of the charity being wound up members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.



RIGHT TO
SUCCEED

Right to Succeed CIO

England & Wales - Charity number 1160886

Accounts

Right to Succeed CIO

Annual Report and Financial statements

Year to 31 August 2020

Charity Registration Number
1160886

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Legal and administrative information

Trustees	Mr Jo Owen (chair) Ms Debi Bailey (appointed 14 July 2020) Mrs Alita Benson (appointed 14 July 2020) Mrs Jill Finney (resigned 11 February 2020) Mrs Julia Grant (appointed 14 July 2020) Mr Anthony Harte Ms Catherine Hodges (appointed 19 January 2021) Mrs Suzanne McCarthy (appointed 13 October 2020) Dame Joan McVittie (resigned 15 October 2019) Mr John Rowlands (appointed 14 July 2020) Mr Charles Scott Mr David Sheldon Mr Michael Wells (appointed 19 January 2021) Mr Chris White
Registered office	40 Bowling Green Lane London EC1R 0NE
Charity registration number	1160886
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	CAF Bank 25 King's Hill Avenue West Malling Kent ME19 45Q
Solicitors	Baker McKenzie LLP 100 New Bridge Street London EC4V 6JA Bates Wells & Braithwaite LLP 10 Queen Street Place London EC4R 1BE

The trustees present their report together with the financial statements of Right to Succeed CIO for the year to 31 August 2020.

The financial statements have been prepared in accordance with the accounting policies set out on pages 22 to 24 therein and comply with the charity's constitutional document, applicable law 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 United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

The report has been prepared in accordance with Part 8 of the Charities Act 2011.

Public benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's objectives and aims and in planning future activities.

Charity Name

In July 2020, the Charity changed its name from Oxford Youth Lab back to Right to Succeed CIO with the Charity Commission.

Objects

The objects of the Charity are to advance for the public benefit any purpose or purposes which are exclusively charitable under the laws of England and Wales as the Trustees from time to time see fit with a non-exclusive focus on the education of young people, particularly those from disadvantaged communities including, without limitation by providing educational support to such young people; and providing support to individuals and organisations advancing the education of such people.

Objectives and activities

We bring together the community to transform outcomes for children because we believe every child deserves the right to succeed no matter where they live.

We work in two ways:

- overcome a major educational issue - across a whole district or local authority; or
- drive focused, but whole-system improvement in a defined area or community - bringing together education, services, families and communities to transform children's outcomes from cradle to career.

No single organisation or charity can solve the problem of educational inequity on their own – but together we can.

Objectives and activities (continued)

We are a collective impact charity that works with schools, the community, local and national partners, to help children and young people in areas of poverty and low social mobility to thrive in education and into adulthood.

We believe that every young person deserves the right to be able to succeed in life whatever their background, but for some there are significant barriers to realising their full potential. Children living in poverty in the UK begin school up to four months behind their peers. This gap widens over time and those living in the greatest poverty are up to two years behind their peers by the time they leave secondary school.

There have been many short-term and isolated attempts at removing individual barriers to learning and yet the gap between young people living in poverty and their more advantaged peers has continued to widen. We take a different approach.



Together with our partners we design and enable positive change for children, and base our reputation on its impact.

We believe these major social issues will only be solved through a collective approach: bringing together funders, education settings, public sector services, community organisations, children and young people and local and national partners who are focused on delivering a common vision. We coordinate efforts to remove the barriers that young people face by developing and delivering collective solutions that will have a lasting impact.

We convene partnerships around a research-informed implementation process, and a set of operating principles that will give each project the greatest chance of success. The process and principles are set out in the diagrams below. The aim is to both leave behind an effective intervention that solves the targeted issue, but to also develop the capability of each community to continue to use this approach in the long term to solve further problems.

Objectives and activities (continued)



We work where we are needed most.

At present, the Charity delivers programmes in Blackpool, Doncaster, North Belfast, the City of Manchester and Birkenhead - all areas we selected to work in due to the high numbers they each have of children that are living in poverty.

Achievements and performance to 31 August 2020

The charity adopted a new three-year strategy in May 2019. The strategy focuses on learning how to deliver effective place-based change, codifying and sharing the approach.

PROGRAMME AND PROJECT OVERVIEW

WHAT WE SAID WE WOULD DO: Every programme to go through a complete delivery cycle in each area where we work, leading to demonstrable impact for young people.

WHAT WE ACHIEVED: Throughout the 2019/20 academic year all Right to Succeed projects were faced with significant challenges due to school closures as a result of the Covid-19 pandemic. All programmes moved to virtual modes of delivery and continued to provide support, advice and guidance for project stakeholders throughout this period. One of the key impacts of the school closures was that Right to Succeed projects were unable to conduct the second round of assessments in June 2020, meaning that across all projects in the Delivery Phase we were unable to gather child-level progress data. The assessments subsequently took place in Autumn 2020.

Achievements and performance to 31 August 2020 (continued)

PROGRAMME AND PROJECT OVERVIEW (continued)
THEMATIC PROGRAMMES

KEY STAGE 3 LITERACY

WHAT WE SAID WE WOULD DO: Build on the early impact in Blackpool's Key Stage 3 (KS3) Literacy Programme, and ensure that sustainability is a key focus for 2020/21 onwards.

WHAT WE ACHIEVED: In 2019/2020 we continued the KS3 Literacy project with co-commissioning from the Blackpool Opportunity Area, enabling dedicated senior staff time for project implementation from schools participating in the programme.

Over the last year schools in Blackpool have completed a second phase of delivery. In the "Identify" stage, 1,348 Year 7 pupils from the September 2019 cohort completed assessments. This helped schools to identify need, especially those young people with below-average reading capabilities. On completion of the Identify stage, schools maintained interventions from Year 1 of the project and designed additional interventions for those pupils currently unable to access the secondary curriculum (indicated through the New Group Reading Test (NGRT) assessment). Interventions were delivered from September 2019 through to July 2020, with necessary adaptations taking place in response to Covid-19. Shared learning, reflection and sustainability planning remain central focus points for the third year of delivery.

Key Outputs – KS3 Literacy

1. Schools engaged	8 (plus 1 school with reduced participation in year two) Number of pupils: 4,379 pupils have had access to intervention support through the project; some pupils with higher levels of need may have received multiple interventions in order to support the rapid development of their literacy capabilities.
2. Implementation	Number of training places provided: 294 staff have been trained to deliver various literacy interventions, 66 Middle Leaders trained in disciplinary literacy, 13 Project Leads trained to become *Leaders in Literacy CPD*, and 11 School Data Managers received refresher training with GL Assessments. Year 7 Pupils assessed: 1,348 (NGRT), 1,277 (Pupil Attitudes to Self & School, PASS). Progress assessments were due to take place in June 2020 but were delayed due to Covid-19 and have been rescheduled for Autumn 2020.

Achievements and performance to 31 August 2020 (continued)

PROGRAMME AND PROJECT OVERVIEW (continued)
THEMATIC PROGRAMMES (continued)

REACH PROGRAMME (SUPPORTING CHILDREN AT RISK OF EXCLUSION)

WHAT WE SAID WE WOULD DO: Continue in Blackpool, Doncaster and North Belfast, with every participating school demonstrating impact on the identified children through a robust case study by end of the year.

WHAT WE ACHIEVED: In 2019/20 the Reach programme continued into its second year, operating in Blackpool, Doncaster and North Belfast. Schools on the Reach programme utilised the PASS, NGRT and Cognitive Abilities Test (CAT4) assessments in autumn 2019 to aid in the identification of the specific needs of the 286 pupils in the Reach cohort. Following on from the Identify Phase, schools maintained and implemented the delivery of pre-existing and new interventions focused on reducing the risk of exclusion based on the identified need for specific pupils.

Below is an update on the development within each of the Reach geographical delivery areas.

Blackpool

Over the last year there has been a strong focus on rolling out the Trauma Informed Care Strategy across Reach schools. This includes training in collaboration with Better Start and Head Start, delivering the Resilience Film screening and the Brain Game. There has also been the establishment of the Trauma Informed Schools Working Group, which meets regularly to oversee Blackpool's Trauma Informed Strategy in relation to schools. This has been enhanced by the appointment of the *Implementation Manager: Trauma Informed Schools*, who will begin in post for the 2020/21 academic year.

In 2019/20 schools have prioritised how to improve and broaden their offer to pupils. Many of the Reach Blackpool schools have done so by engaging in the National Nurturing School Programme and the Three Day Theory and Practice. NurtureUK offers a range of interventions and support to give vulnerable pupils the opportunity to be the best they can be. Two of the Reach schools also worked in partnership with Whole Education, a leading organisation focusing on strategic approaches driven by pupil voice, to produce robust case studies, demonstrating the impact of their work with the Reach programme.

Doncaster

During the 2019/20 academic year Doncaster's strategic focus was on reducing the number of ineffective interventions and identifying what works for improving pupils' outcomes in the town. The formation of two multi-disciplinary groups has been key in supporting that strategic focus. The Implementation Group was formed to bring together all of the key partners and organisations delivering on the Opportunity Area's Priority 4 (taking steps to help the most vulnerable pupils to access opportunities that will help them succeed in and out of education). The Reach Doncaster Working Group was also established to monitor and support the Reach programme and will continue to grow and establish itself in the 2020/2021 academic year.

Achievements and performance to 31 August 2020 (continued)

PROGRAMME AND PROJECT OVERVIEW (continued)
THEMATIC PROGRAMMES (continued)

REACH PROGRAMME (SUPPORTING CHILDREN AT RISK OF EXCLUSION) (continued)

Over the last year schools participating in the Reach Doncaster programme have prioritised professional development around supporting positive relationships, both amongst staff and pupils. This has been done through training with programmes such as Paul Carlile's Enable and the Bags of Character programme. Additionally, the groundwork was set for a co-commissioned pilot with the Local Authority for Fortis Training and Therapy within three Reach schools. This pilot will begin in the 2020/21 academic year and is an excellent example of the greater opportunities for collaborative work in Doncaster.

North Belfast

Schools in North Belfast have continued to focus on Pivotal behaviour training throughout 2019/2020, with four separate Pivotal training sessions taking place over the year. These sessions included Pivotal Teacher Training, Pivotal Health Check, Pivotal Senior Leadership Consulting and Pivotal Classroom Assistant Training. Four schools also took part in the National Nurturing Schools programme in 2019/20.

The local Programme Manager has placed a strong emphasis on youth voice and youth engagement to inform the direction of the Reach project. The youth voice element of the Reach Project centres on working collaboratively with three youth work organisations in North Belfast to engage in consultation with young people at risk of exclusion across each of the post-primary schools participating in Reach, NI. The project works with 35 young people in each of the five post-primary schools to (i) ascertain previous experiences of mainstream school; (ii) identify what would make school better and; (iii) develop actionable recommendations for change. The findings will be presented back to each mainstream school and contribute to the overall process of "identify, design, deliver and reflect" in each setting. In the Summer 2020 the local Programme Manager designed and disseminated the Northern Ireland Teacher Survey to highlight the key challenges teaching staff were experiencing. The survey gained 293 responses across Northern Ireland and the findings will be used to inform programme design and direction over the 2020/21 academic year.

Key Outputs – Reach

1. Schools engaged	30 schools engaged in the programme including a mix of primary and secondary schools
2. Implementation	Number of training places for school staff: 713 Number of children selected by schools: 286 Baseline assessments carried out for 267 pupils (NGRT), 190 pupils (CAT4) and 279 pupils (PASS). Progress assessments were due to take place in June 2020 but were delayed due to Covid-19 and so took place in Autumn 2020.

Achievements and performance to 31 August 2020 (continued)

PROGRAMME AND PROJECT OVERVIEW (continued)
THEMATIC PROGRAMMES (continued)

EVERY CHILD (REDUCING THE RISK OF EXCLUSION)

WHAT WE SAID WE WOULD DO: The **Every Child** programme in Manchester, focussed on reducing the risk of exclusion in KS3, would progress from the Discovery phase to delivering in nine secondary schools.

WHAT WE ACHIEVED: The Every Child programme was launched in Manchester in September 2019 with nine secondary schools across the city. During the Identify phase, 1,805 Year 7 pupils were assessed, completing PASS, NGRT and CAT4. The project used the data to support schools in developing a better understanding of the needs of all Year 7 pupils across the nine selected secondary schools, and improving their ability to meet those needs. Due to the national lockdown and school closures as a result of the Covid-19 pandemic, the project was not able to fully begin delivering interventions. A virtual interventions fair was held to inform schools about the potential options for interventions. We hope to be able to move towards full delivery during year 2.

Another key focus of the Every Child Project in its first year was around capacity building for staff. Seven different training sessions were offered for Project Leads, including training on: Adverse Childhood Experiences (ACEs), GL Assessments, research, implementation and behaviour. In 2020/21 the project will focus on Year 7 and Year 8 (last year's Year 7) and we plan to add primary school involvement to the project by collaborating with Manchester City Council's Nurture Project.

Key Outputs – Every Child

1. Schools engaged	9 Secondary Schools engaged in the programme
2. Launch of the Identify and Design Phases in all schools	Number of training places provided: 10 project leads trained in Implementation and Behaviour through the EEF Research School. Alongside the project leads, an additional 6 members of staff had data training from GL Assessment, an additional 3 members of staff attended ACEs training. Several schools had either whole staff or Senior Leader training on ACEs. Year 7 Pupils assessed: 1,805 pupils were assessed using NGRT, PASS and CAT4. Progress assessments were due to take place in June 2020 but were delayed due to Covid-19 and so took place in Autumn 2020.

Achievements and performance to 31 August 2020 (continued)

PROGRAMME AND PROJECT OVERVIEW (continued)
THEMATIC PROGRAMMES (continued)

PATHWAYS FOR ALL (YOUTH EMPLOYMENT)

WHAT WE SAID WE WOULD DO: Establish the **Pathways for All** programme in Blackpool, focused on supporting excluded pupils and those at risk of becoming NEET to progress into education, employment or training post-16.

WHAT WE ACHIEVED: Following on from the exploratory work that took place in conjunction with Educational Diversity, Blackpool's Pupil Referral Unit (PRU) and the Local Authority, the Pathways for All programme began in September 2019. The project has recruited three Engagement Coaches working in the PRU and across the two Secondary Schools to support young people as they transition from Year 11 into post-16 destinations. Engagement Coaches supported a total of 41 2019 leavers from Educational Diversity, who have now successfully transitioned from the Pathways for All Project into post-16 destinations or have been referred on to alternative support. A total of 144 2020 leavers from St George's, Highfield and Educational Diversity were identified and supported by Engagement Coaches in January 2020, and will continue to receive support throughout their transition into post-16 destinations.

The project has also developed a prominent steering group, involving key stakeholders with an interest in NEET in Blackpool. Over the last year this group has grown both in terms of membership and influence within the town, and is now focusing on the structural barriers around the NEET issue. In the 2020/2021 academic year the group will continue to focus on challenges around NEET data sharing across the town and the implementation of a post-16 governance structure to support strategic delivery and commissioning decisions around NEET.

Key Outputs – Pathways for All

1. Schools engaged	3 schools engaged in the programme, and the 2 most prominent post-16 destinations and a variety of local services are engaged in the project.
2. Launch of the Identify and Design Phases in all schools	3 Engagement Coaches have been recruited for the project 185 young people were supported at varying levels by the Engagement Coaches throughout year 1 of the project 725 Y10 and Y11 pupils completed the PASS assessment

Achievements and performance to 31 August 2020 (continued)

PROGRAMME AND PROJECT OVERVIEW (continued)
PLACE-BASED PROGRAMMES

CRADLE TO CAREER

WHAT WE SAID WE WOULD DO: Complete the **Discovery** phase to establish the conditions for a new delivery project in North Birkenhead focussed on transforming young people's outcomes from cradle to career.

WHAT WE ACHIEVED: The Discovery Phase for the Cradle to Career project in North Birkenhead was launched in September 2019. Since then, Right to Succeed has worked in partnership with SHINE, Steve Morgan Foundation, North Birkenhead Development Trust and Wirral Council to conduct Discovery in North Birkenhead around outcomes for children and young people aged 0-25, from cradle to career. The Discovery Phase has sought to: 1) understand the enablers and barriers that children, young people and their families face at home, in school and in the community, and; 2) evaluate to what extent the conditions for place-based change are present amongst key stakeholders currently living and working in the community.

Having successfully completed this phase to discover if all of the necessary conditions are in place, the project will initially focus on the priorities for three working groups covering Education, Community and Families and Services. The vision for the project is "Every child in North Birkenhead thrives, throughout childhood and into adulthood."

DELIVERY CAPABILITIES

WHAT WE SAID WE WOULD DO: Agree and adopt an organisation-wide approach to learning and development; design and deliver a formal training programme for our programme staff; and put in place a co-designed version of all delivery materials and test them in the field, with a view to being integrated into our programme platform (BrighterBase[1]) in future.

WHAT WE ACHIEVED: Due to the necessary prioritisation of the programme team's time on programme delivery rather than development in the first half of 2019/20, we did not fully achieve the ambitious goals set out above but we did make significant progress towards them in the second half of the year. In 2019/20 there were some initial sessions on further developing BrighterBase with the programmes team; this will also be a key focus for the Programme Development Working Group in the next year, with an aim to develop an organisation-wide systems development plan.

In the spring of 2020 we set out to work with Renaisi, a consultancy which helps organisations to understand and evaluate their impact on communities, to review and refine our Theory of

[1] BrighterBase is a bespoke platform where our partner schools will complete assessments, highlight issues they want to address and articulate their visions for change. It is designed to form the basis of a school improvement plan, leading schools through the process of "identify" and "design". It is also where our programmes team can view and download summary data across an entire programme or region, to help with their strategic analysis and planning.

Achievements and performance to 31 August 2020 (continued)

DELIVERY CAPABILITIES (continued)

Change, as well as develop the accompanying evidence base, for the refined Theory of Change to empirically evidence what is required to successfully set up and implement place-based change in education. This work will continue into the new academic year and the resulting Theory of Change and learning framework will be used to guide the organisation-wide approach to learning and development throughout the 2020/21 academic year. This Learning and Development approach will also feed into the formal training programme for the programme staff, which will be designed and implemented throughout 2020/21.

With the appointment of the Chief Programmes Officer and the Programme Design Manager, co-designing and testing new and existing materials will be a strong focus for the 2020/21 year. In March 2020, the Programme Development Working Group began working on these key priorities and will continue to do so over the next year.

DEVELOPMENT

WHAT WE SAID WE WOULD DO: Complete the Project Place consultation and develop the necessary public-, private- and social-sector partnerships required for effective place-based change to be done at scale.

WHAT WE ACHIEVED: Project Place has progressed well over the year, with a strong partnership forming behind the potential establishment of a Centre for Place-Based Transformation[2] with several national and international partners, of which we envisage the Charity being one. Funding has been secured to continue the work, and seek to establish the Centre in 2021. The goal is for the Centre to create the funding conditions and generate the learning required for effective place-based change work to become the norm in the UK.

WHAT WE SAID WE WOULD DO: Achieve an increase in fundraising income of at least 50% as well as securing further co-commissioning for every programme in 2020/21.

WHAT WE ACHIEVED: We met our fundraising target for the year, increasing year-on-year income by more than 50% to £2.0m. In addition to this we have secured co-commissioning from either the relevant local authority or the Department for Education for every new or extended programme in 2020/21. We were also successful in securing co-commissioning for some of the interventions for Reach Doncaster from Doncaster local authority, and further funding from the National Lottery Community Fund for our response to Covid-19 in all three Reach areas.

WHAT WE SAID WE WOULD DO: Develop a strong pipeline of new projects in areas of need and grow our work in existing areas.

[2] A partnership approach to bringing together the resource and learning required to deliver place-based change at scale in the UK.

Achievements and performance to 31 August 2020 (continued)

DEVELOPMENT (continued)

WHAT WE ACHIEVED: We developed a good pipeline of new projects, with the most viable to convert into Discovery programmes being in the wider Liverpool City Region and in Newcastle, that currently look to develop into at least three Discovery projects in 2020/21.

BACKBONE

WHAT WE SAID WE WOULD DO: Ensure we have the people we need, who are supported and developed to be successful in their role and represent the values that define our culture.

WHAT WE ACHIEVED: We have increased the team from 15 at 1 September 2019 to a team of 19 (which included 2 secondees and 2 freelance staff) at 31 August 2020 (increasing to 26 by December 2020) following approval by the Board of Trustees of a new structure to the Right to Succeed executive that marks our transition from start-up to growing national charity. This new structure will support our ambitious growth plans for our programmes. We have developed our recruitment strategy and have adopted a process where our values are at the core of every recruitment decision.

WHAT WE SAID WE WOULD DO: Put in place the right communication tools, systems and forums internally.

WHAT WE ACHIEVED: The restrictions that Covid-19 brought to our ways of working have helped us engage better internally between our regional teams and we have maximised use of our internal communications tools. Feedback from staff has been positive in this respect, despite the challenges of remote working since March 2020.

WHAT WE SAID WE WOULD DO: Finish the year with at least 4.5 months of core operational costs in reserve.

WHAT WE ACHIEVED: We finished the year with just over 6 months of operational costs (based on our 2020/21 plans) in reserve, and had 68% of funding needed for the upcoming year secured as at 1 September 2020.

Plans for the future

In 2020/21 we will continue to work towards our current three-year strategic goal of learning to deliver effective place-based change (thematic and whole place), codifying and sharing the approach.

By 31 August 2021 we plan to be ready for significant scaling by:

- Codifying our approach - We place to complete the development of our new core delivery and monitoring materials, and test them throughout the year before refreshing and making them ready for dissemination.
- Developing our people - We will roll out our training courses on the Right to Succeed approach first to our staff and new project steering groups. We will then adapt them in response to feedback and prepare them for dissemination via an online platform.
- Gaining access to the resource required - We will continue to refine our approach, which blends philanthropy and public-sector commissioning, with a view to developing a replicable approach to funding place-based change projects at scale.

Our operational goals for the year set by the staff team and approved by the trustees are as follows:

PROJECTS

In 2020/21 we plan that:

- Every programme in Delivery aims to go through a complete delivery cycle in each area we work, meeting milestones and leading to demonstrable impact.
- Four to six discovery projects have been successfully completed and have contributed towards creating the conditions for new delivery projects to be implemented.

DELIVERY CAPABILITIES

In 2020/21 we plan to:

- Develop a co-designed version of all agreed delivery materials that are tested in the field, leading to improved programme delivery.
- Agree and adopt an organisation-wide approach to learning, research and development, leading to demonstrable operational improvements.
- Agree and resource a clear development plan for systems, to ensure we have the right ones in place to maximise impact of our programmes.
- Develop a consistent organisational approach to stakeholder engagement in order to enhance the role of community voice in our programmes.

DEVELOPMENT

In 2020/21 we plan to:

- Have a strong pipeline of pre-discovery projects in areas in the bottom decile of Indices of Multiple Deprivation that transition to new discovery projects during this year and next.
- Complete the Project Place consultation work, acquiring the co-commissioning required to set up 2-3 new whole-place projects in the next two years, and to create a Centre for Place-Based Transformation.

Plans for the future (continued)

BACKBONE

In 2020/21 we plan to:

- Be well financially managed, maintaining unrestricted reserves within the target range, with finance systems established that inform and support fundraising and programme delivery.
- Fill the Board vacancies arising from our four remaining founding trustees each reaching the end of their maximum six-year term, providing us with the skills we need and showing improved diversity.
- Appoint and retain the people we need, who are supported and developed to be successful in their role and represent the values that define our solution-focussed and inclusive culture.

Thanks

Over this year we have received significant support in the form of advice, financial support, pro-bono office support and technical expertise from a range of individuals and organisations for which we are sincerely grateful. These supporters include:

- Funders: Big Change, Blackpool Opportunity Area, Credit Suisse EMEA Foundation, Esmée Fairbairn Foundation, Four Acre Trust, Garfield Weston Foundation, John Laing Charitable Trust, Montpelier Foundation, Porticus, SHINE Trust, Steve Morgan Foundation, Swire Charitable Trust, The Dulverton Trust, The National Lottery Community Fund, Treebeard Trust and Youth Endowment Foundation.

- Support and advice: Baker McKenzie, Credit Suisse, Darkhorse Design, Rothschild & Co and Alita Benson

Structure, governance and management

Constitution

Right to Succeed was established as a Charitable Incorporated Organisation (CIO) with the Charity Commission on 13 March 2015. The CIO's constitutional documents are its Articles of Association. On 9 July 2020 members voted to change the name back to Right to Succeed CIO.

Organisation

Trustees can be appointed by ordinary resolution of the members.

The trustees, who served throughout the financial year, except as stated below, were as follows:

Trustees	Appointed	Resigned
Ms Debi Bailey	14 July 2020	
Mrs Alita Benson	14 July 2020	
Mrs Jill Finney		11 February 2020
Ms Julia Grant	14 July 2020	
Mr Anthony Harte		
Ms Catherine Hodges	19 January 2021	
Ms Suzanne McCarthy	13 October 2020	
Dame Joan McVittie		15 October 2019
Mr Jo Owen		
Mr John Rowlands	14 July 2020	
Mr Charles Scott		
Mr David Sheldon		
Mr Michael Wells	19 January 2021	
Mr Chris White		

The trustees of the charity are given information on the roles and responsibilities of trustees of a UK charity and are invited to attend regular Trustee Training Workshops run by Buzzacott LLP and Bates Wells Braithwaite LLP. Trustees are regularly updated on Charity Commission best practice. On becoming a trustee, each trustee goes through an induction process which includes meeting key members of the executive, receiving the organisation's key policies and access to core documents detailing our work and future plans. Each trustee aims to visit the work in schools or similarly informative events on the ground (or by video call during the Covid-19 pandemic) at least once a year.

Structure, governance and management (continued)

Key management personnel

The trustees consider that they comprise the key management personnel of the charity along with the Executive Team, which comprises:

Graeme Duncan	Chief Executive
Belinda Logan	Programme Director - Reach (retiring January 2021)
Beth Matheson	Chief Operations Officer
Catherine Murray	Chief Development Officer (from October 2020)
Paul O'Neill	Chief Programmes Officer
Olivia Sixsmith	Director of Development
Zoya Wallington	Director of Impact (to March 2020)

Remuneration of the Chief Executive is set by the board. Remuneration of other senior managers is set by the Chief Executive and reviewed by the Finance Committee on behalf of the board.

Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that year. In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Charities Act 2011, applicable Charity (Accounts and Reports) Regulations and the provisions of the charity's constitution. 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.

Structure, governance and management (continued)

Trustees' responsibilities statement *(continued)*

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 accounts may differ from legislation in other jurisdictions.

Risk management

The trustees have reviewed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the Charity and its finances. The trustees review the measures in place and establish policies, systems and procedures should they be needed to minimise or manage any potential impact on the charity should those risks materialise.

The most significant risks facing the organisation are:

- **Covid-19** Impact on our programme delivery due to the pandemic and our ability to respond to the challenges faced by our schools and the local community.
- **Impact** Failure to deliver impact through our school programmes.
- **People** Failure both to hire and retain the right staff.
- **Strategy** Failure to deliver against our three-year strategy.
- **Stakeholder and partnership strategy** Damage to our reputation for bringing together organisations by a partnership (or set of) that we fail to manage successfully.
- **Finance** Inability to successfully secure sufficient opportunities or necessary funding to test our approach at scale; failure to secure funding or partnership for development of the data insights technology.
- **Reputational management** Failure to manage serious untoward incident of any kind resulting in reputational damage.
- **Legal compliance including data protection and safeguarding** Reportable breach of data protection or a safeguarding concern is raised in relation to a member of our staff or delivery partner.

The trustees believe that many of these risks cannot be fully eliminated but can be managed through reducing their impact and likelihood of occurrence. Having assessed the major risks, the trustees are confident that the charity has established effective systems to mitigate these risks, as well as being able to identify early any risk indicators. The presence of regular monitoring of both Programme and organisational KPIs at Senior Executive and Board level will help identify any early indicators around the Strategy and Impact risks at the top of the above list. The Board is committed to ensuring that staff development and staff welfare are both a priority to ensure retention and recruitment of the right staff.

These risks are monitored on a quarterly basis by the Board which reviews movements and risk mitigation strategies. Risks of individual projects are assessed as part of the project planning and reviewed by the Board via the newly established Programme Committee (sub-committee to the Board) as part of their decision-making process.

Structure, governance and management (continued)

Fundraising
The charity's fundraising approach is to engage only with trusts, foundations and other grant making institutions and does not currently actively seek funds from the general public. The charity is registered with the Fundraising Regulator and undertakes regular reviews of the Regulator's Code of Fundraising Practice, and endeavours to keep abreast of changes in legislation, regulation and best practice in fundraising. The charity received no complaints from donors or members of the public about its fundraising practices this year.

Financial report for the year

Results for the year
A summary of the year's results can be found on page 23 of the attached financial statements.

The net income for the year was £879,537 (2019 - £214,764). The charity's total income grew by 71% to £2,047,164 (2019 - £1,198,138) which consisted mainly of donations and grants. £959,242 of this was spent on charitable activities (2019 - £827,292) while £208,385 (2019 - £156,082) was spent on raising income.

We increased the amount of voluntary income raised for the year by 69% to £2,012,130 (2019 - £1,190,244) of which £907,297 (2019 - £820,809) was restricted: £175,000 towards the KS3 literacy programme, £460,000 towards our work on exclusions, £30,000 towards youth employment, £140,816 towards core development and advocacy projects and £101,978 towards Cradle to Career in Birkenhead, for both the Discovery project and the start of the Delivery programme.

£1,104,833 (2019 - £369,435) of voluntary income raised was unrestricted and was spent on the projects described above, as well as on design and planning of the programmes for future periods, fundraising and our core costs of running the organisation.

Covid-19 did not put a stop to our programme delivery but it did slow down some of the activity and related expenditure. £275,614 of funding, restricted to a number of our programmes, has been carried over to 2020/21.

Reserves policy and financial position
The Charity maintains an unrestricted reserve from which core and programme activities are funded in line with the approved annual plan and budget. As at 31 August 2020 the Charity had free reserves of £1,030,027 (2019 - £202,701) which will be used to implement future plans while further funding is sought.

The current reserves policy which was adopted in July 2020 requires the Charity to maintain an unrestricted reserves position within a target range that is calculated on the basis of 3 - 6 months of current operating costs and such similar costs that the Charity may be committed to within the next 12 months (such as planned expansion of the staff team) to achieve its

Financial report for the year (continued)

Reserves policy and financial position (continued)
objectives, plus an estimated cost for an unknown event that could derail the Charity's plans and any other commitments made. The range is currently calculated as £0.6m to £1.0m based on 2020/21 approved budget and plan.

The current level of free reserves falls just above the top of the range which trustees are comfortable with due to our current annual funding cycles peaking just before the year end.

While the organisation is in growth mode and the economic outlook remains uncertain, the target free reserves will be reviewed on a six month basis to ensure they reflect any increase in base operating costs.

Approved by the trustees and signed on their behalf by:

DocuSigned by:
Jonathan Owen
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Jonathan Owen

Trustee

Approved by the trustees on 19 January 2021

Independent auditor's report to the trustees of Right to Succeed CIO

Opinion

We have audited the financial statements of Right to Succeed CIO (the 'charity') for the year ended 31 August 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP

29 January 2021

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities year ended 31 August 2020

Income and expenditure	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	Unrestricted funds £	Restricted funds £	2019 Total funds £
Income from:							
Donations	1	**1,104,833**	**907,297**	**2,012,130**	369,435	820,809	1,190,244
Charitable activities		**—**	**33,999**	**33,999**	3,240	—	3,240
Other income		**1,035**	**—**	**1,035**	4,654	—	4,654
Total income		**1,105,868**	**941,296**	**2,047,164**	377,329	820,809	1,198,138
Expenditure on:							
Raising funds		**208,385**	**—**	**208,385**	155,743	339	156,082
Charitable activities:	2						
- Thematic programmes		**17,760**	**662,550**	**680,309**	51,144	606,913	658,057
- Place-based programmes		**11,343**	**139,984**	**151,328**	—	—	—
- Data insights project		**14,293**	**70,208**	**84,501**	46,295	—	46,295
- Advocacy		**16,877**	**26,227**	**43,104**	15,682	107,258	122,940
Total expenditure		**268,658**	**898,969**	**1,167,627**	268,864	714,510	983,374
Net income for the year		**837,210**	**42,327**	**879,537**	108,465	106,299	214,764
Transfers between funds		**(8,067)**	**8,067**	**—**	—	—	—
Net movement in funds		**829,143**	**50,394**	**879,537**	108,465	106,299	214,764
Reconciliation of funds							
Fund balances brought forward at 1 September 2019		**206,593**	**225,220**	**431,813**	98,128	118,921	217,049
Fund balances carried forward at 31 August 2020		**1,035,736**	**275,614**	**1,311,350**	206,593	225,220	431,813

All of the charity's activities derived from continuing operations during the above financial periods.

The charity has no recognised gains and losses other than those shown above.

Balance sheet as at 31 August 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Fixed assets	7		**9,442**		5,248
Current assets					
Cash at bank		**1,920,709**		497,064	
Debtors	8	**44,609**		26,611	
		1,965,318		523,675	
Creditors: amounts falling due within one year	9	**(663,410)**		(97,110)	
Net current assets			**1,301,908**		426,565
Total net assets			**1,311,350**		431,813
The funds of the charity					
Funds and reserves					
Unrestricted funds		**1,035,736**		206,593	
Restricted funds	10	**275,614**		225,220	
Total funds			**1,311,350**		431,813

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Jonathan Owen
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Jonathan Owen

Trustee

Approved on 19 January 2020

Statement of cash flows year ended 31 August 2020

	Notes	2020 £	2019 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	**1,430,793**	210,265
Cash flows from investing activities:			
Purchase of tangible fixed assets		**(7,973)**	(4,380)
Sale of tangible fixed assets		**825**	—
Net cash used in investing activities		**(7,148)**	(4,380)
Change in cash and cash equivalents in the year		**1,423,645**	205,885
Cash and cash equivalents at 1 September 2019	B	**497,064**	291,179
Cash and cash equivalents at 31 August 2020	B	**1,920,709**	497,064

Notes to the statement of cash flows for the year to 31 August 2020.

A Reconciliation of net movement in funds to net cash provided by operating activities

	2020 £	2019 £
Net movement in funds (as per the statement of financial activities)	**879,537**	214,764
Adjustments for:		
Depreciation charge	**3,101**	2,176
Profit on sale of fixed assets	**(147)**	—
Increase in debtors	**(17,998)**	(17,375)
Increase in creditors	**566,300**	10,700
Net cash provided by operating activities	**1,430,793**	210,265

B Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	**1,920,709**	497,064
Total cash and cash equivalents	**1,920,709**	497,064

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These statutory financial statements have been prepared for the year ended 31 August 2020.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- Estimating the useful economic life of tangible fixed assets;
- Allocation of support costs based on estimated staff time spent on each activity; and
- Estimating the value of donated services.

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 August 2021, the most significant area that affects the carrying value of the assets held by the charity is the level of donations income achieved (see the risk management section of the trustees' report for more information).

Assessment of going concern (continued)

The trustees regularly consider the impact of the Covid-19 pandemic on the going concern of the charity. They are satisfied that we have not seen an impact on our income in the past 9 months and do not anticipate a reduction on income due to the pandemic. We have kept our funders informed with any adaptations we are required to make in delivery of our programme work in schools and community, such as conducting meetings and training online and being more flexible with timeframes for pupil assessments. Funders are supportive of the circumstances and have given no indications of withdrawing commitments to funding due to these adaptations, and continue to offer opportunities to apply for renewed funding.

Income

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income comprises donations, income received from local/national government for delivery of charitable activities and other income.

Donations

Donations are recognised when the charity has confirmation of both the amount and settlement date. In the event of donations pledged but not received, the amount is accrued for where the receipt is considered probable. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Income from charitable activities

This includes income charged to deliver our charitable services. This consists of income from Blackpool Opportunity Area for delivery of Pathways for All in Blackpool.

Donated services

Services donated include provision of legal advice and specialist consultancy. This is recognised as income in the period in which the advice or service was provided based on the value to the charity, which for the most part is the comparable market value. An equivalent amount is recognised in the same period as an expense in the relevant section of the Statement of Financial Activities.

Expenditure and the basis of apportioning costs

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. Expenditure comprises the following:

a. Expenditure on raising funds relates mainly to costs of staff time spent on raising funds and awareness of the organisation and the planned programme activities.

b. Expenditure on charitable activities in deliverance of the objectives set out in the Trustees' report relate mainly to costs of staff time and travel and payments to our collaborative partners.

Expenditure and the basis of apportioning costs (continued)

c. Support costs relate to the costs of governance, IT, finance and other activities involved in managing the organisation. These have been allocated to activities based on estimates of the number of FTE staff engaged in each activity.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. They have been discounted to the present value of the future cash payment where such discounting is material. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fixed assets

Fixed assets costing £500 or more are capitalised on the balance sheet and depreciated on a straight line basis over their useful economic life (UEL).

Class of asset	*UEL*
IT equipment	3 years

Subsidiaries

Right to Succeed CIO has one wholly owned subsidiary, Right to Succeed Limited (company registration 08689873). The subsidiary is currently dormant.

Pensions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 5. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

1 Donations

	Unrestricted funds £	Restricted funds £	**2020 £**
Donations	603,429	—	**603,429**
Grants	483,478	907,297	**1,390,775**
Donated services	17,926	—	**17,926**
2020 Total funds	1,104,833	907,297	**2,012,130**

	Unrestricted funds £	*Restricted funds £*	*2019 £*
Donations	*111,935*	—	*111,935*
Grants	*250,000*	*820,809*	*1,070,809*
Donated services	*7,500*	—	*7,500*
2019 Total funds	*369,435*	*820,809*	*1,190,244*

Donated services in 2020 comprise legal advice provided by Baker McKenzie and HR advice from Alita Benson (2019: legal advice by Clifford Chance and HR advice from Alita Benson).

2 Charitable activities

	Activities undertaken directly £	Support costs £	**2020 £**
Thematic Programmes:			
- KS3 Literacy	150,199	15,585	**165,784**
- Preventing exclusions (Reach)	279,607	56,050	**335,657**
- Youth employment	34,715	14,477	**49,192**
- Every Child Manchester	99,624	30,052	**129,676**
	564,145	116,164	**680,309**
Place-based Programmes	124,211	27,117	**151,328**
Data insights project	70,208	14,293	**84,501**
Advocacy	39,657	3,447	**43,104**
Total	798,221	161,021	**959,242**

2 Charitable activities (continued)

	Activities undertaken directly £	*Support costs £*	*2019 £*
Thematic Programmes:			
- *Key Stage 3 Literacy*	*238,154*	*29,236*	*267,390*
- *Preventing exclusions (Reach)*	*253,469*	*77,643*	*331,112*
- *Youth employment*	*9,702*	*5,172*	*14,874*
- *Thematic programmes in Discovery*	*30,683*	*13,998*	*44,681*
	532,008	*126,049*	*658,057*
Data insights project	*40,089*	*6,206*	*46,295*
Advocacy	*103,702*	*19,238*	*122,940*
Total	*675,799*	*151,493*	*827,292*

3 Support costs

	Raising funds £	Thematic programmes £	Place-based programmes £	Data Insights Project £	Advocacy £	**2020 £**
IT and communications	2,033	8,237	1,923	1,013	244	**13,450**
Financial administration	2,516	10,197	2,380	1,255	303	**16,651**
Governance (note 4)	8,573	34,745	8,111	4,275	1,031	**56,735**
Other	15,542	62,985	14,703	7,750	1,869	**102,849**
	28,664	116,164	27,117	14,293	3,447	**189,685**

	Raising funds £	*Thematic programmes £*	*Place-based Programmes £*	*Data Insights Project £*	*Advocacy £*	*2019 £*
IT and communications	*1,505*	*10,004*	*—*	*1,527*	*492*	*13,528*
Financial administration	*2,168*	*14,414*	*—*	*2,200*	*710*	*19,492*
Governance (note 4)	*5,033*	*33,456*	*—*	*5,106*	*1,647*	*45,242*
Other	*10,256*	*68,175*	*—*	*10,405*	*3,357*	*92,193*
	18,962	*126,049*	*—*	*19,238*	*6,206*	*170,455*

All support costs are allocated based on estimates of staff time spent on each activity.

4 Governance costs

	2020 £	2019 £
Audit fee	**8,574**	8,530
Legal fees	**17,925**	11,100
Trustee meetings and travel	**55**	438
Trustee recruitment costs	**6,134**	—
Insurance	**4,760**	4,393
Staff costs	**19,287**	20,781
	56,735	45,242

5 Employee and key management remuneration

Summary

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	**509,727**	389,461
Social security costs	**50,666**	38,204
Pension contributions	**35,850**	24,930
	596,243	452,595

Staff numbers

The average number of staff employed during the year on a headcount basis was 13.2 (2019 – 9.7). The average number of employees during the year, calculated on a full time equivalent basis (FTE), analysed by function, was as follows:

	2020 £	2019 £
Raising funds	**1.5**	0.9
Charitable activities	**7.4**	5.5
Core management and support	**2.2**	2.3
	11.1	8.7

Higher paid employees and remuneration of key management personnel

One employee earned between £80,000 and £90,000 during the year (2019 – one employee) and one employee earned between £60,000 and £70,000 (2019 – no employees).

The key management personnel of the charity are the trustees along with the Executive Team. The trustees do not receive remuneration. The total employee benefits including National Insurance contributions of the key management personnel of the charity were £370,729 (2019 - £350,829).

No trustee received any remuneration for the period in which they served as a trustee. One trustee claimed expenses for the period in which they served as a trustee totalling £140 (2019 - £588 reimbursed to two trustees).

5 Employee and key management remuneration (continued)

The Charity purchased Trustees' indemnity insurance at a cost of £1,434 (2019 - £1,434) for the year. The policy provides indemnity for the Trustees and professional liability to a limit of £1,500,000.

6 Taxation

Right to Succeed CIO is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

7 Fixed assets

	IT Equipment £
Cost at 1 September 2019	**10,450**
Additions	**7,973**
Disposals	**(3,550)**
Total cost at 31 August 2020	**14,873**
Accumulated depreciation at 1 September 2019	**(5,202)**
Depreciation charge	**(3,101)**
Disposals	**2,872**
Accumulated depreciation at 31 August 2020	**(5,431)**
Net book value at 31 August 2019	**5,248**
Net book value at 31 August 2020	**9,442**

8 Debtors

	2020 Total funds £	2019 Total funds £
Accounts receivable	**34,682**	899
Prepayments and accrued income	**4,514**	20,263
Other debtors	**5,413**	5,449
	44,609	26,611

9 Creditors: amounts falling due within one year

	2020 Total funds £	2019 Total funds £
Accounts payable	**28,601**	23,623
Taxation and Social Security	**2,294**	13,263
Accruals and deferred income	**624,946**	51,239
Other creditors	**7,569**	8,985
	663,410	97,110

Movement in deferred income

	£
Deferred income at 1 September 2019	-
Income received and deferred	**578,616**
Deferred income at 31 August 2020	**578,616**

10 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations held to be applied for specific purposes:

	At 1 September 2019 £	Income £	Expenditure £	Transfer from un-restricted funds £	At 31 August 2020 £
Preventing exclusions (Reach, Big Lottery Fund Grant)	175,517	309,503	(324,448)	—	**160,572**
Every Child (Manchester)	—	150,000	(104,089)	—	**45,911**
KS3 Literacy (Blackpool)	—	175,000	(164,909)	—	**10,091**
Pathways for all	—	63,999	(44,180)	4,180	**23,999**
Cradle to Career	36,703	101,978	(134,166)	—	**4,515**
Project Place	—	39,333	(25,487)	3,887	**17,733**
Data insights project	13,000	70,000	(70,207)	—	**12,793**
Capacity Building	—	31,483	(31,483)	—	**—**
	225,220	941,296	(898,969)	8,067	**275,614**

Transfers from unrestricted funds have been made where trustees have committed to allocating unrestricted funds to projects where a small shortfall in funding so as to deliver the project's objectives.

10 Restricted funds (continued)

	At 1 September 2018 £	*Income £*	*Expenditure £*	*At 31 August 2019 £*
Big Lottery Fund Grant (Big Potential Breakthrough)	*—*	*7,814*	*(7,814)*	*—*
Big Lottery Fund Grant (Reach)	*34,226*	*437,447*	*(296,156)*	*175,517*
Data insights project	*42,100*	*70,000*	*(99,100)*	*13,000*
Esmée Fairbairn	*—*	*80,000*	*(80,000)*	*—*
KS3 Literacy (Blackpool)	*40,000*	*150,000*	*(190,000)*	*—*
Discovery projects (SHINE)	*—*	*75,548*	*(38,845)*	*36,703*
Website Development	*2,595*	*—*	*(2,595)*	*—*
	118,921	*820,809*	*(714,510)*	*225,220*

The Big Lottery Fund (now the National Lottery Community Fund) has provided the Charity with a grant for the ***Reach*** programme focussing on preventing exclusions in Blackpool, North Belfast and Doncaster.

The ***Every Child*** programme, based in Manchester and focussing on reducing exclusions in KS3, is funded partly by SHINE Trust and one other donor.

Cradle to Career in Birkenhead is funded by the Steve Morgan Foundation, SHINE Trust and UBS Optimus. Their funding was restricted to the Discovery phase and then the first 2 months of the programme as it moved into the Delivery phase.

Pathways for all was part funded by The Dulverton Trust, £23,999 of which has been carried over to 2020/21 due to a combination of the funding period of the grant and Covid-19 delays to activities.

Credit Suisse EMEA Foundation funded the ***data insights project.*** to test and roll-out both our implementation approach and impact portal (developed as part of the data insights project) to schools in low income areas over the next year. There has been some delay (see Delivery Capabilities in the Trustees' Report) and Credit Suisse has agreed to a no cost extension of the grant, while materials and testing of the portal are completed in 2020/21.

The Youth Endowment Fund has funded the Charity to develop its theory of change. The first part of this grant is recognised in the table above under ***Capacity Building***.

Project Place, KS3 Literacy are all funds restricted to the respective programmes as described in the Trustees Annual Report.

11 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	**At 31 August 2020 £**
Fund balances at 31 August 2020 are represented by:			
Tangible fixed assets	5,709	3,733	**9,442**
Current assets	1,086,920	878,398	**1,965,318**
Creditors: amounts falling due within one year	(56,893)	(606,517)	**(663,410)**
Total net assets	1,035,736	275,614	**1,311,350**

	Unrestricted funds £	*Restricted funds £*	*At 31 August 2019 £*
Fund balances at 31 August 2019 are represented by:			
Tangible fixed assets	*3,892*	*1,356*	*5,248*
Current assets	*264,985*	*258,690*	*523,675*
Creditors: amounts falling due within one year	*(62,284)*	*(34,826)*	*(97,110)*
Total net assets	*206,593*	*225,220*	*431,813*

11 Operating lease commitments

At 31 August 2020, the charity's future minimum lease payments under non-cancellable operating leases were as follows:

	2020 £	2019 £
Amounts due:		
Within one year	**1,304**	9,304
Between one and two years	**714**	504
Between two and five years	**—**	714
	2,018	10,522

12 Related party transactions

The aggregate amount of donations received in the year from related parties was nil (2019 - £50,000).

There were no related party transactions during the year.

John Rowlands, trustee (appointed on 14 July 2020) is executive principal of Greater Manchester Academies Trust (GMAT). He has chaired the steering group on the charity's Every Child project in Manchester since the start of the project in 2018. Manchester City Council, as co-commissioners of the Every Child Project, pay GMAT £15,000 per annum for John's time leading the project. There is no contractual agreement between the charity and MCC to make this payment.

13 Liability of members

The charity is constituted as a charitable incorporated organisation. In the event of the charity being wound up members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.