

## **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

<b>Trustees</b>	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
<b>Registered office</b>	40 Bowling Green Lane London EC1R 0NE
<b>Charity registration number</b>	1160886
<b>Auditor</b>	Buzzacott LLP 130 Wood Street London EC2V 6DL
<b>Bankers</b>	CAF Bank 25 King's Hill Avenue West Malling Kent ME19 45Q
<b>Solicitors</b>	Baker McKenzie LLP 100 New Bridge Street London EC4V 6JA  Bates Wells & Braithwaite LLP 10 Queen Street Place London EC4R 1BE

## **Trustees' report** year to 31 August 2020

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.

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### **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.



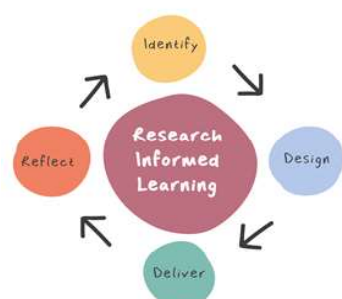
*Together with our partners we design and enable positive change for children, and base our reputation on its impact.*

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)

Our continuous improvement cycle guides how we identify, design, deliver and reflect on our work.



### our collective approach

means that we are all active in driving the improvement.

- 1 Identify the need**, analysing data and holding structured conversations with young people and families.
- 2 Design the solution** to meet that need, working together to build a shared model for change.
- 3 Deliver the solution** in partnership, seeking support from those with first hand knowledge and experience.
- 4 Reflect** on what needs to change in order to help us to reach our shared goal.
- 5 Repeat**, taking in the learning from the process to date in order to deliver better outcomes the next time.



### *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.

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## 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 <i>Leaders in Literacy CPD</i> , 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	<p>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.</p> <p>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.</p>

**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**

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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

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## 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<sup>1</sup>) 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

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<sup>1</sup> 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<sup>2</sup> 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.

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<sup>2</sup> 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.

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### **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:

<b>Trustees</b>	<b>Appointed</b>	<b>Resigned</b>
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.

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## 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:

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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](http://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*

Buzzacott LLP  
Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

29 January 2021

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

		Unrestricted funds £	Restricted funds £	2020 Total funds £	Unrestricted funds £	Restricted funds £	2019 Total funds £
Income and expenditure	Notes						
<b>Income from:</b>							
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
<b>Total income</b>		<b>1,105,868</b>	<b>941,296</b>	<b>2,047,164</b>	<b>377,329</b>	<b>820,809</b>	<b>1,198,138</b>
<b>Expenditure on:</b>							
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
<b>Total expenditure</b>		<b>268,658</b>	<b>898,969</b>	<b>1,167,627</b>	<b>268,864</b>	<b>714,510</b>	<b>983,374</b>
<b>Net income for the year</b>		<b>837,210</b>	<b>42,327</b>	<b>879,537</b>	<b>108,465</b>	<b>106,299</b>	<b>214,764</b>
Transfers between funds		(8,067)	8,067	—	—	—	—
<b>Net movement in funds</b>		<b>829,143</b>	<b>50,394</b>	<b>879,537</b>	<b>108,465</b>	<b>106,299</b>	<b>214,764</b>
<b>Reconciliation of funds</b>							
Fund balances brought forward at 1 September 2019		206,593	225,220	431,813	98,128	118,921	217,049
<b>Fund balances carried forward at 31 August 2020</b>		<b>1,035,736</b>	<b>275,614</b>	<b>1,311,350</b>	<b>206,593</b>	<b>225,220</b>	<b>431,813</b>

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 £
<b>Fixed assets</b>	7		<b>9,442</b>		5,248
<b>Current assets</b>					
Cash at bank		<b>1,920,709</b>		497,064	
Debtors	8	<b>44,609</b>		<u>26,611</u>	
		<b>1,965,318</b>		523,675	
<b>Creditors:</b> amounts falling due within one year	9	<b>(663,410)</b>		<u>(97,110)</u>	
<b>Net current assets</b>			<b>1,301,908</b>		426,565
<b>Total net assets</b>			<b>1,311,350</b>		<u>431,813</u>
<b>The funds of the charity</b>					
<b>Funds and reserves</b>					
Unrestricted funds		<b>1,035,736</b>		206,593	
Restricted funds	10	<b>275,614</b>		<u>225,220</u>	
<b>Total funds</b>			<b>1,311,350</b>		<u>431,813</u>

DocuSigned by:

*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 £
<b>Cash flows from operating activities:</b>			
Net cash provided by operating activities	A	1,430,793	210,265
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(7,973)	(4,380)
Sale of tangible fixed assets		825	—
<b>Net cash used in investing activities</b>		<b>(7,148)</b>	<b>(4,380)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>1,423,645</b>	<b>205,885</b>
<b>Cash and cash equivalents at 1 September 2019</b>	B	<b>497,064</b>	<b>291,179</b>
<b>Cash and cash equivalents at 31 August 2020</b>	B	<b>1,920,709</b>	<b>497,064</b>

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 £
<b>Net movement in funds (as per the statement of financial activities)</b>	<b>879,537</b>	<b>214,764</b>
<b>Adjustments for:</b>		
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
<b>Net cash provided by operating activities</b>	<b>1,430,793</b>	<b>210,265</b>

### B Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	1,920,709	497,064
<b>Total cash and cash equivalents</b>	<b>1,920,709</b>	<b>497,064</b>

## **Principal accounting policies** Year ended 31 August 2020

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).

<i><b>Class of asset</b></i>	<i><b>UEL</b></i>
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	—	<b>603,429</b>
Grants	483,478	907,297	<b>1,390,775</b>
Donated services	17,926	—	<b>17,926</b>
<b>2020 Total funds</b>	<b>1,104,833</b>	<b>907,297</b>	<b>2,012,130</b>

	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>2019 £</i>
<i>Donations</i>	<i>111,935</i>	<i>—</i>	<i>111,935</i>
<i>Grants</i>	<i>250,000</i>	<i>820,809</i>	<i>1,070,809</i>
<i>Donated services</i>	<i>7,500</i>	<i>—</i>	<i>7,500</i>
<b>2019 Total funds</b>	<b>369,435</b>	<b>820,809</b>	<b>1,190,244</b>

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	<b>165,784</b>
- Preventing exclusions (Reach)	279,607	56,050	<b>335,657</b>
- Youth employment	34,715	14,477	<b>49,192</b>
- Every Child Manchester	99,624	30,052	<b>129,676</b>
	564,145	116,164	<b>680,309</b>
Place-based Programmes	124,211	27,117	<b>151,328</b>
Data insights project	70,208	14,293	<b>84,501</b>
Advocacy	39,657	3,447	<b>43,104</b>
<b>Total</b>	<b>798,221</b>	<b>161,021</b>	<b>959,242</b>

## 2 Charitable activities (continued)

	Activities undertaken directly £	Support costs £	2019 £
<i>Thematic Programmes:</i>			
- 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
	<u>532,008</u>	<u>126,049</u>	<u>658,057</u>
<i>Data insights project</i>	40,089	6,206	46,295
<i>Advocacy</i>	103,702	19,238	122,940
<i>Total</i>	<u>675,799</u>	<u>151,493</u>	<u>827,292</u>

## 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	<b>13,450</b>
Financial administration	2,516	10,197	2,380	1,255	303	<b>16,651</b>
Governance (note 4)	8,573	34,745	8,111	4,275	1,031	<b>56,735</b>
Other	15,542	62,985	14,703	7,750	1,869	<b>102,849</b>
	<u>28,664</u>	<u>116,164</u>	<u>27,117</u>	<u>14,293</u>	<u>3,447</u>	<u><b>189,685</b></u>

	Raising funds £	Thematic programmes £	Place-based Programmes £	Data Insights Project £	Advocacy £	2019 £
<i>IT and communications</i>	1,505	10,004	—	1,527	492	13,528
<i>Financial administration</i>	2,168	14,414	—	2,200	710	19,492
<i>Governance (note 4)</i>	5,033	33,456	—	5,106	1,647	45,242
<i>Other</i>	10,256	68,175	—	10,405	3,357	92,193
	<u>18,962</u>	<u>126,049</u>	<u>—</u>	<u>19,238</u>	<u>6,206</u>	<u>170,455</u>

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
	<b>56,735</b>	<b>45,242</b>

#### 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
	<b>596,243</b>	<b>452,595</b>

##### *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
	<b>11.1</b>	<b>8.7</b>

##### *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	<u>14,873</u>
Accumulated depreciation at 1 September 2019	(5,202)
Depreciation charge	(3,101)
Disposals	2,872
Accumulated depreciation at 31 August 2020	<u>(5,431)</u>
Net book value at 31 August 2019	<u>5,248</u>
Net book value at 31 August 2020	<u>9,442</u>

**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
	<u>44,609</u>	<u>26,611</u>

**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
	<b>663,410</b>	<b>97,110</b>

**Movement in deferred income**

	£
Deferred income at 1 September 2019	-
Income received and deferred	578,616
Deferred income at 31 August 2020	<b>578,616</b>

**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)	—	<b>160,572</b>
Every Child (Manchester)	—	150,000	(104,089)	—	<b>45,911</b>
KS3 Literacy (Blackpool)	—	175,000	(164,909)	—	<b>10,091</b>
Pathways for all	—	63,999	(44,180)	4,180	<b>23,999</b>
Cradle to Career	36,703	101,978	(134,166)	—	<b>4,515</b>
Project Place	—	39,333	(25,487)	3,887	<b>17,733</b>
Data insights project	13,000	70,000	(70,207)	—	<b>12,793</b>
Capacity Building	—	31,483	(31,483)	—	<b>—</b>
	<b>225,220</b>	<b>941,296</b>	<b>(898,969)</b>	<b>8,067</b>	<b>275,614</b>

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 £
<i>Big Lottery Fund Grant (Big Potential Breakthrough)</i>	–	7,814	(7,814)	–
<i>Big Lottery Fund Grant (Reach)</i>	34,226	437,447	(296,156)	175,517
<i>Data insights project</i>	42,100	70,000	(99,100)	13,000
<i>Esmée Fairbairn</i>	–	80,000	(80,000)	–
<i>KS3 Literacy (Blackpool)</i>	40,000	150,000	(190,000)	–
<i>Discovery projects (SHINE)</i>	–	75,548	(38,845)	36,703
<i>Website Development</i>	2,595	–	(2,595)	–
	<u>118,921</u>	<u>820,809</u>	<u>(714,510)</u>	<u>225,220</u>

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 £
<b>Fund balances at 31 August 2020 are represented by:</b>			
Tangible fixed assets	5,709	3,733	<b>9,442</b>
Current assets	1,086,920	878,398	<b>1,965,318</b>
Creditors: amounts falling due within one year	(56,893)	(606,517)	<b>(663,410)</b>
<b>Total net assets</b>	<b>1,035,736</b>	<b>275,614</b>	<b>1,311,350</b>
	Unrestricted funds £	Restricted funds £	At 31 August 2019 £
<i>Fund balances at 31 August 2019 are represented by:</i>			
<i>Tangible fixed assets</i>	<i>3,892</i>	<i>1,356</i>	<i>5,248</i>
<i>Current assets</i>	<i>264,985</i>	<i>258,690</i>	<i>523,675</i>
<i>Creditors: amounts falling due within one year</i>	<i>(62,284)</i>	<i>(34,826)</i>	<i>(97,110)</i>
<i>Total net assets</i>	<i>206,593</i>	<i>225,220</i>	<i>431,813</i>

# 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 £
<b>Amounts due:</b>		
Within one year	<b>1,304</b>	9,304
Between one and two years	<b>714</b>	504
Between two and five years	—	714
	<b>2,018</b>	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.