

RIGHT TO
SUCCEED

RIGHT TO SUCCEED ANNUAL REPORT & ACCOUNTS

2021/22

Charity Registration Number: 1160886

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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



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:



▶ **Watch our animation that explains how we work**

OBJECTIVES AND ACTIVITIES

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 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



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.

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.

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.

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

practitioners, 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.

ACHIEVEMENTS AND PERFORMANCE





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.

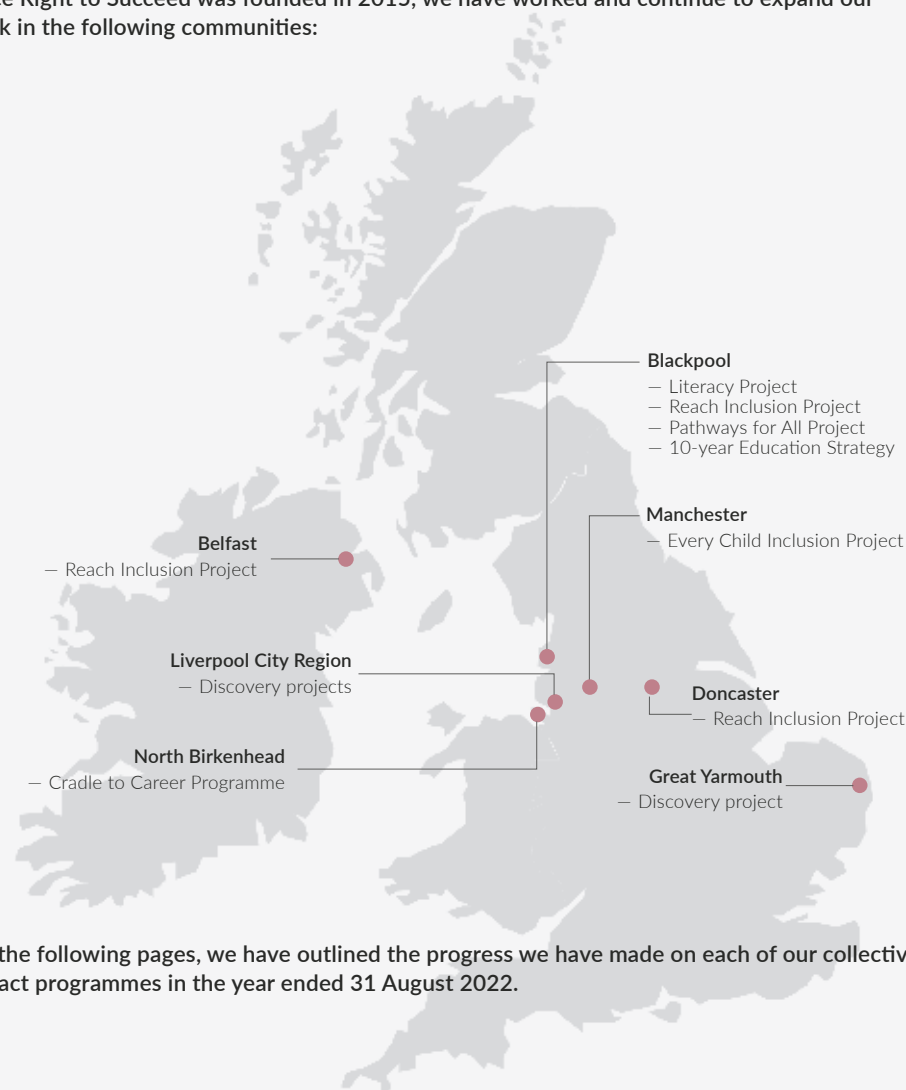
Support and advice

Baker McKenzie, Credit Suisse, Darkhorse Design and Jayne Moore Media

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.

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
- Accelerated Reader
- Literary Canon
- 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.

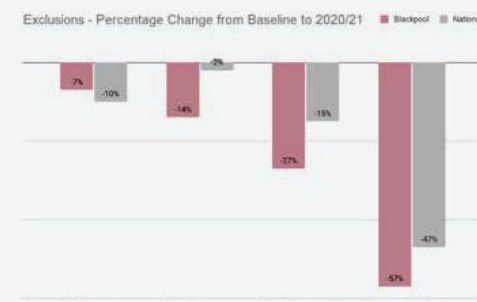
Early research conducted by the programme found low literacy was correlated with high risk of exclusion in Blackpool.

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

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 2021/2022¹.

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.

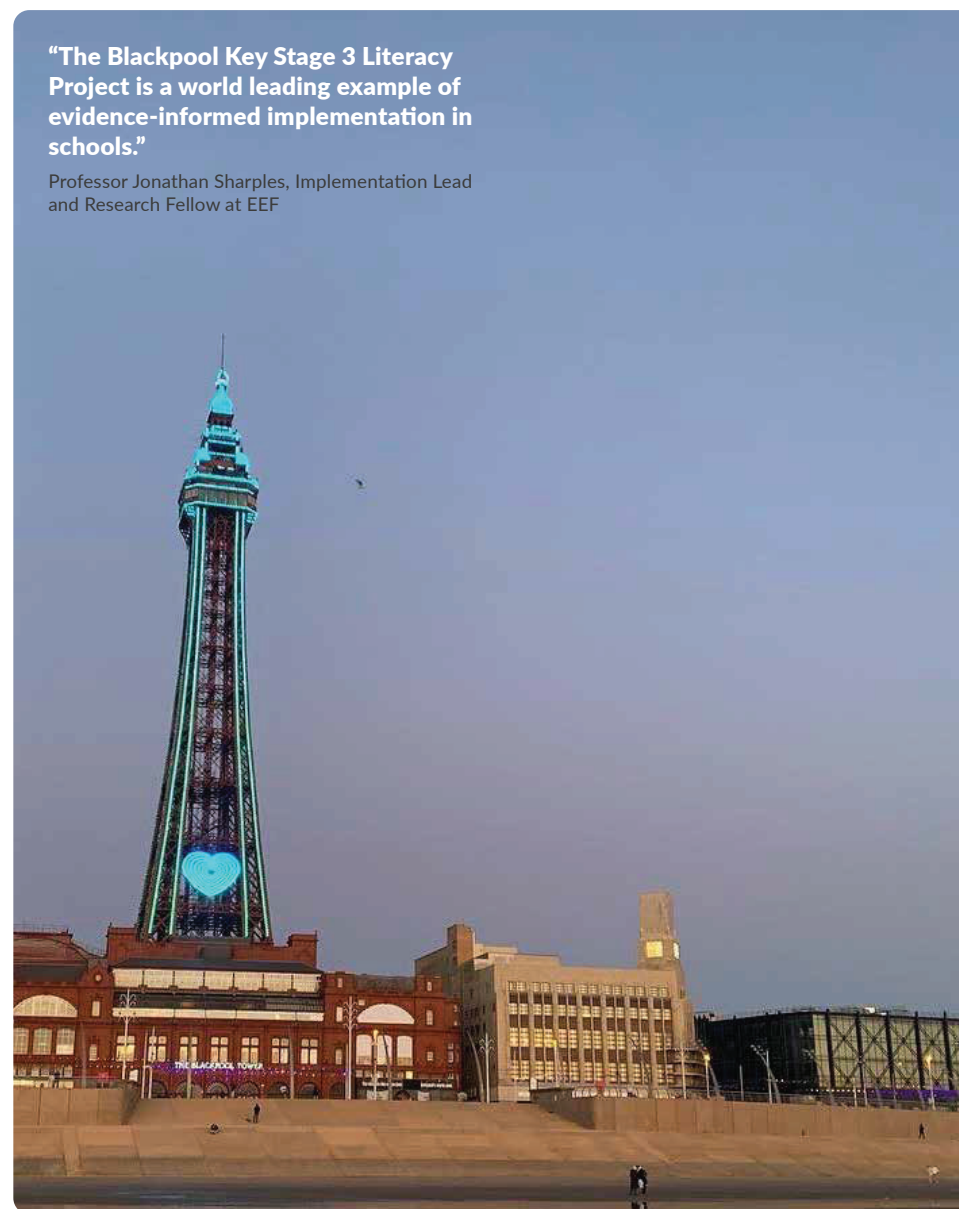
Increasing collaboration across the town

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 by 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



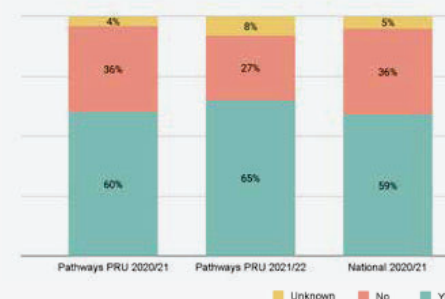
young people assessed on risk of becoming NEET

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

Pathways For All Sustained Destinations (PRU)



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.

“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



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



Suspensions reduced 8x more than nationally

-25%

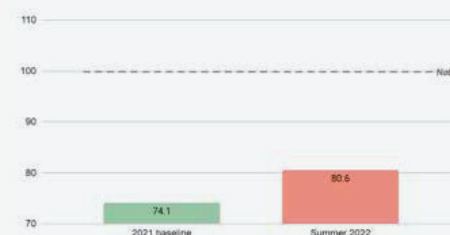
reduction in number of suspensions across Every Child secondary schools since programme began vs 3% nationally

There was a significant improvement among the lowest ability readers

+6.5

increase in average Standard Age Score for lowest ability readers (significant change)

Lowest readers (Standard Age Score)



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.



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

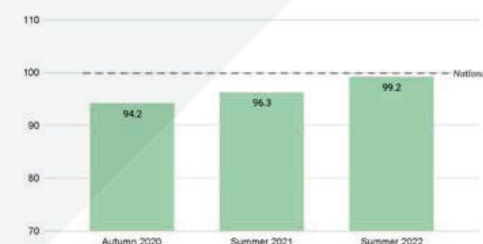
 **Watch the Big Read project video**

"[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

Two year progress (Standard Age Score)



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.

Case studies

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



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 Practitioner
- 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.

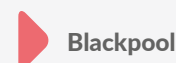
Key stakeholders from Holy Family Primary School travelled to our learning event in Rochdale to represent the North Belfast project's work and share learning from their experience on the programme.

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.



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

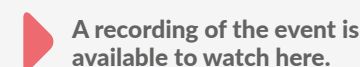
3. Share learning within wider audiences

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.

DISCOVERY PROJECTS

This year, we completed three Discovery projects:

Discovery Project	Halton, Liverpool City Region	Knowsley, Liverpool City Region	Great Yarmouth, Norfolk
Emerging aims	<p>Schools are more inclusive, and able to meet the needs of all pupils including those with additional needs.</p> <p>A local youth offer is developed and there are more opportunities for children and young people.</p> <p>Families have easier access to the social, emotional and mental health support they need.</p>	<p>Schools will provide consistent support at key transition points (early years to primary and primary to secondary).</p> <p>Reduce NEET levels and preventing young people from becoming NEET.</p> <p>A local youth offer is developed and there are more opportunities for children and young people.</p> <p>Families have easier access to the social, emotional and mental health support they need.</p>	<p>Reduce youth violence and crime among children and young people by focusing on preventative measures* including:</p> <ul style="list-style-type: none"> — Post-16 education, employment and training — Literacy — Inclusion — Family support — Youth offer <p>*These preventative measures are still being agreed upon by the community, ahead of commencing delivery.</p>
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.

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. Specifically, 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.

Plans for 2022/23

Discovery projects and Collective Impact Programmes



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.

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.



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.

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

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.

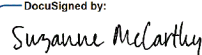
The charity has no recognised gains and losses other than those shown above.

FINANCIAL STATEMENTS

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:

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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 Building / 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

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

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

Notes to the financial statements year ended 31 August 2022

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.



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 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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