



RIGHT TO SUCCEED ANNUAL REPORT & ACCOUNTS

2022/23

Registered Charity Number: 1160886

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Part 1 Welcome

Letter from our Chair of Trustees

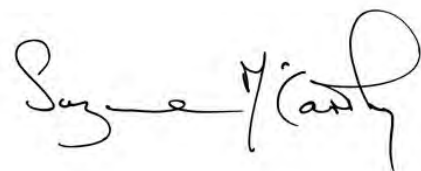
As chair, I'm delighted to present this report demonstrating what the charity and our communities have achieved together in 2022/23.

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

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

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

Thank you for taking the time to read our report.



Suzanne McCarthy

Chair, Right to Succeed



Letter from our Chief Executive Officer

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

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

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



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

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

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

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

Graeme Duncan

Chief Executive Officer

About us

Who We Are

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

What We Do

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

Together with local residents, professionals and leaders we:




Our Role

In Place-based change programmes

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



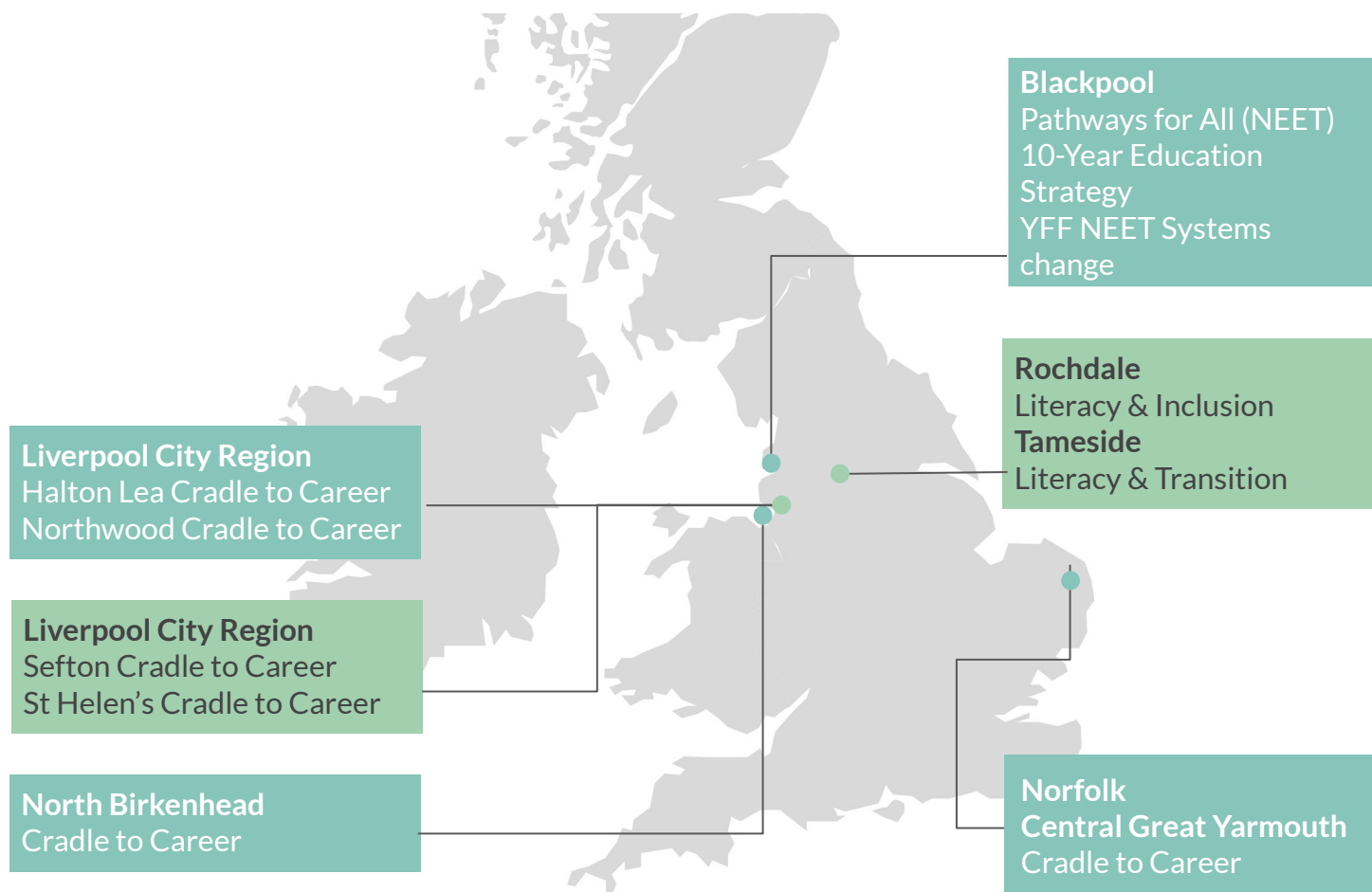
“There is such extraordinary hope in young people but to realise this we need space for our staff to connect and learn together – Right to Succeed have enabled this.” - Janice Allen, Discovery Programme Chair, Former Headteacher Falinge Park High School

 **Watch our short video ‘How we work’**

Where we worked

2022/2023

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



How we work

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

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

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

Partnership working is at the heart of our approach.

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

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

Our 3 Year Strategy 2021-2024

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

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

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



Demonstrate the collective approach works

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

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

Programmes

Performance to 31st August 2023

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

Prioritise sustainability as we grow

Finance & Governance

Performance to 31st August 2023

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

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

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

People

Performance to 31st August 2023

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

Fundraising

Performance to 31st August 2023

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

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

Build support for collective working

Partnerships

Performance to August 31st 2023

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

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



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

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

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

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



Part 2 Our Year at a Glance

The Challenges Our Communities Face

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

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

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

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



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

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

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

Our Goals 2022/2023

1 Closing the literacy gap

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

2 Reducing fixed-term and long-term exclusions

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

4 Strengthening communities and increasing access to opportunities

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

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

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

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

Our Year in Numbers 2022/2023

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



Child and Young person



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

Community around the child



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

Systems and structures



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

10,131

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

8,057

Children and young people received or accessed interventions

1,097

Practitioners engaged in other ways

1,293

Voices of Practitioners

889

Voices of Children and young people

879

Voices of Adult Residents

598

Adult Residents engaged

113

Partner organisations worked with

108

Practitioners trained

*Discovery Programmes: Research programmes collecting data and information to base the bespoke delivery requirements of an identified area.

*Delivery Programmes: Right to Succeed delivery blueprint is adapted for the needs of the community based on what was found in the Discovery programme to best support the area in education and community for children and young people.

Whole Organisation

Impact: Literacy

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

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

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

3,679

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



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

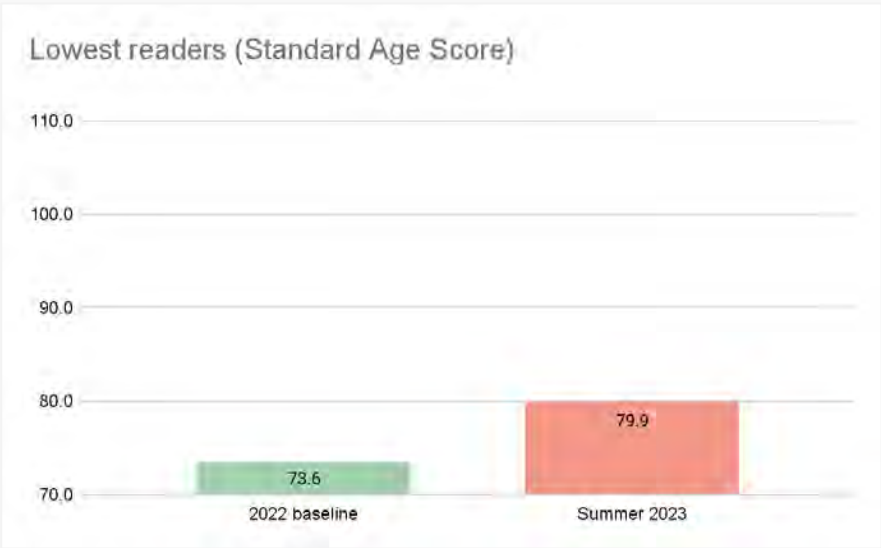
+33%

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

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

+6.3

Increase in average Standard Age Score (significant change)



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

Whole Organisation

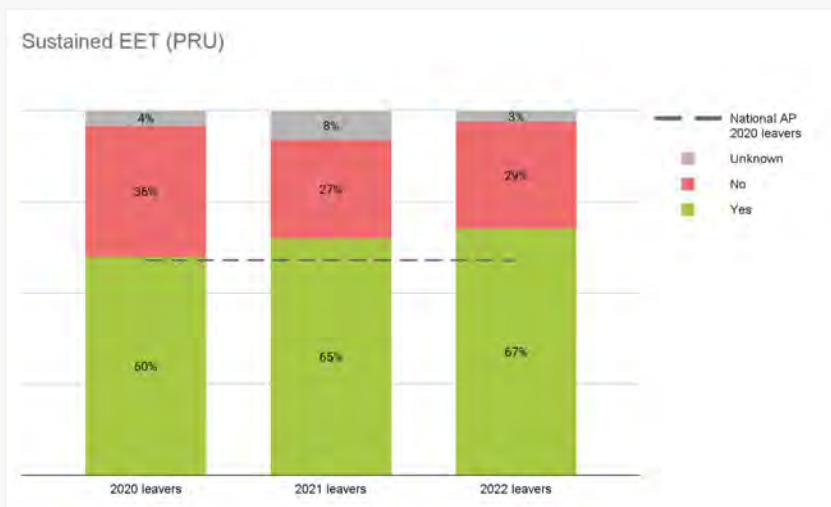
Impact: Education, Employment & Training

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

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

6%

EET increased and NEET Vs. Not known decreased

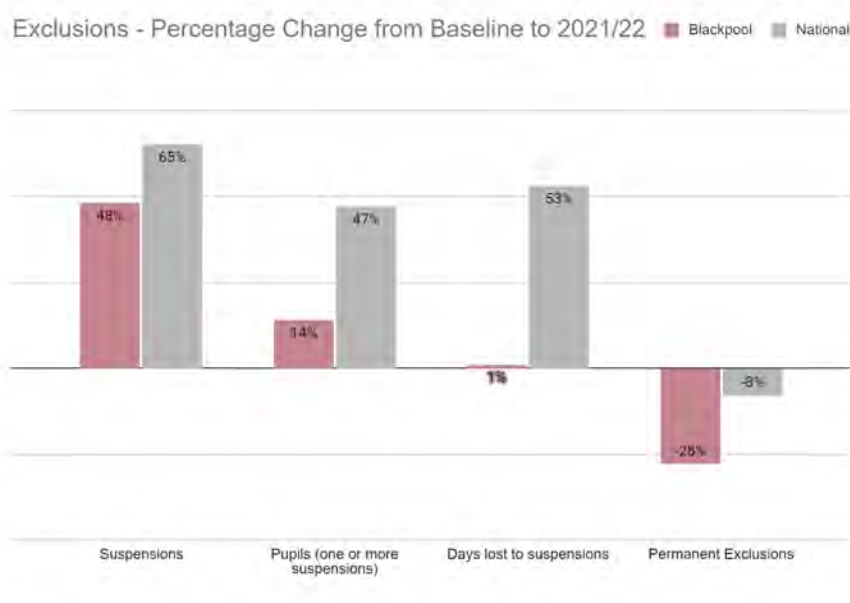


67%

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

3x

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

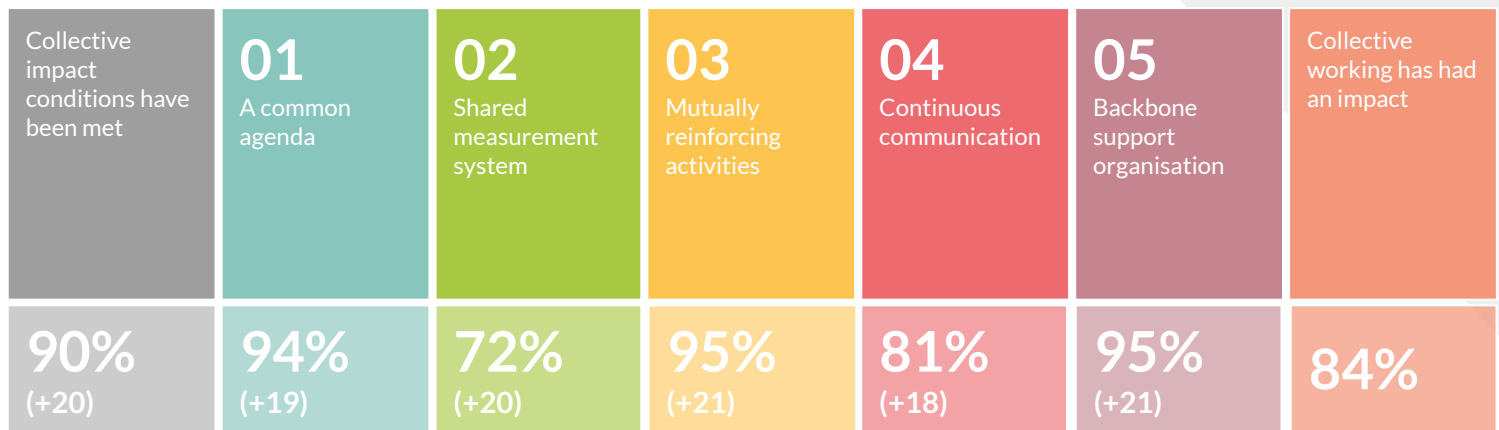


Whole Organisation

Impact: Improved Collective Working

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

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



% agreement that condition was met

Bases: 52 in 2022, 39 in 2023

Improved collective working

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

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

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

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

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



Part 3

Our Impact



Cradle to Career Programmes

Music and performance, Birkenhead Park

Cradle to Career

North Birkenhead

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

Child and Young person



Community around the child



Impact in Education

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

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

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

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

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

Improving Attendance

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

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



“The project has allowed the school to move towards a more supportive approach focused on finding the reasons that lie behind pupil absence, rather than just using standard systems such as Education penalty notices etc.”

School attendance lead

Impact on Attendance

13 out of 19 School attendance project participants improved attendance

7.76 percentage points average improvement

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

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

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



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

Cradle to Career

North Birkenhead Social Care Services

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

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

Oct 22 - Mar 23	Cradle to Career	Wirral-wide
Social care step-down rate	23 per 10,000	22 per 10,000
Social care case closure rate	380 per 10,000	248 per 10,000
Social care referrals	361 per 10,000	259 per 10,000
Child and Young person 		Community around the child 

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

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

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



**"I feel happier as a social worker, which means I'm more effective."
Andrew, Social worker**

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

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

21

Cradle to Career

North Birkenhead Community Case Study

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

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

Child and Young person



Community around the child



116

Total number of families the Family

Connectors have signed-up and supported across the first 3 years of delivery.

260

Children and Young people received support from Family Connectors

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

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

The Impact

104

Service users signposted to Family Connectors

86%

of service users made significant progress in wellbeing

2/3rds

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

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

[Watch 'Family Connectors Evaluation' video](#)



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

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

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

Cradle to Career

North Birkenhead Service Collaboration Fund

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

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

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

Impact

Standing Together

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

1,450 children reached

56 activities completed

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

328 children reached

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

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

500 children reached

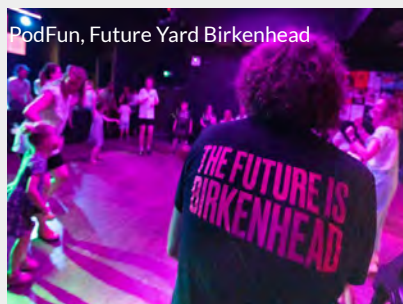
PodFun free weekly events, training & support for children and young people with additional needs.

1,159 beneficiaries

100% reported tutors workshop delivery as excellent'

93% agreed strategies discussed would inform future parenting

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



PodFun, Future Yard Birkenhead

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

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

Parent beneficiary, Diversity+



Diversity+, SEN session

Youth Voice & Young Leaders Group North Birkenhead

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

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

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

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

Implementing the Child Criminal Exploitation Campaign (CCE)

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

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

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

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



Impact

Child and Young person



Community around the child



15-20 Regular members of the Young Leaders group

10 Parents had Child Criminal Exploitation training

14 practitioners had Child Criminal Exploitation training

Summer Celebration North Birkenhead

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

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

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

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

Nicki - Stealing Sheep band



Stealing Sheep drummer leads procession, Birkenhead Park



Community morris dancers, Birkenhead Park



Celebration Event, Birkenhead Park



Community celebrations, Birkenhead Park

Cradle to Career

Liverpool City Region Launch



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

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

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

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



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



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



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

➔ [Watch the Liverpool City Region Cradle to Career launch video](#)



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



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



Professor Joe Yates, gives the opening speech at LJMU



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

Cradle to Career

Northwood, Knowsley

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

Year 1 Delivery

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

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

Impact

Child and Young person



9

Practitioners trained

Community around the child



26

Partner Organisations worked with

215

Practitioners engaged in other ways

2,576

Children and Young people assessed or supported through whole school training

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

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

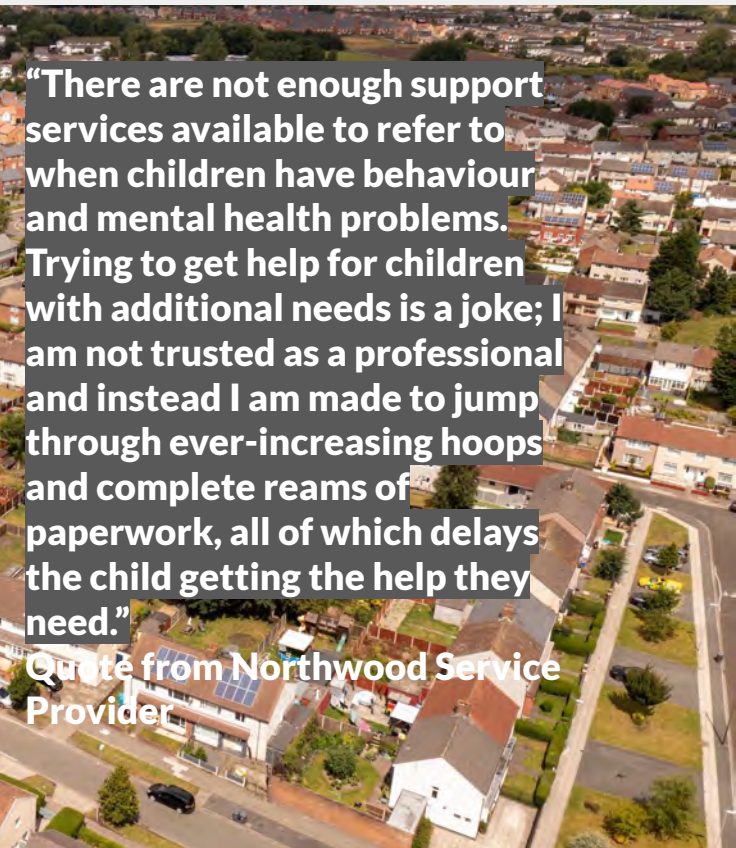
Why Northwood ?

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

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

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

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



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

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

Cradle to Career

Halton Lea, Halton

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

Year 1 Delivery

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

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

Impact

Child and Young person



9

Practitioners trained

Community around the child



22

Partner Organisations worked with

209

Practitioners engaged in other ways

1,661

Children and Young people assessed or supported through whole school training

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

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

Why Halton Lea?

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

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

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

21% Primary school pupils with SEND vs 17% nationally



“Cradle to Career really is a fresh approach to trying to help communities that have experienced problems and have been left behind...it’s a holistic approach looking for solutions to the issues that are raised”

Metro Mayor Steve Rotheram

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



Thematic Programmes

KS3 Literacy Blackpool

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

Programme Background

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

Impact

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

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

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

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



Encouraging pupils to enjoy reading in Blackpool

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

Assistant Head teacher and school Literacy project lead

Programme Sustainability One year on

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

KS3 Literacy

South Shore Academy

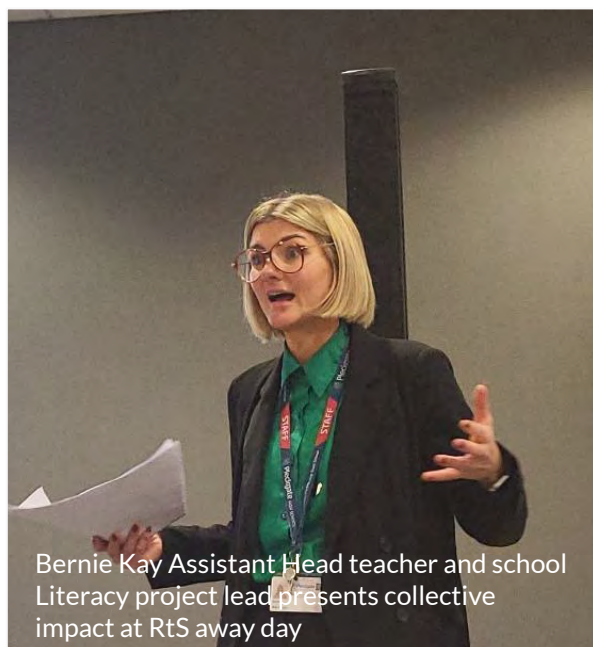
Our aims: Improve the development of all new staff, absence and attainment and GCSE pass levels.

Background

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

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

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



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

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

Emma Greenwood, Head of English

Impact

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

Pathways For All Blackpool

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

Programme Background

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

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

The Role of the Engagement Coach

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

Engagement Coaches do this by:

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



Impact

3,452 Young people assessed for risk of NEET

367 Children & Young People received or accessed interventions

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

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

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

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

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

Big Education Conversation Blackpool

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

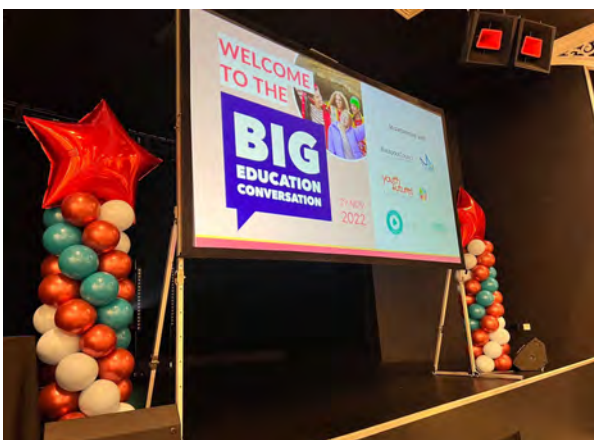
In collaboration with our programme partners the day was set up to give the young people of Blackpool the opportunity to **voice their opinion** and **shape the future education**.

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

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

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

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



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



[Watch the video](#)

Raising Rochdale Inclusion Project

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

Programme Background

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

Workstreams

Secondary School Inclusion

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

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

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

Ks2 Literacy Work Stream for primary pupils aged 8 to 11

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



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

James Glennie, Programme Chair and Headteacher Wardle Academy

Discovery Findings

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

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

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

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

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

Strengthening Communities

Central Great Yarmouth

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

Programme Background

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

Workstreams

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



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

Why Central Great Yarmouth?

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

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

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

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

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



Part 4

2024 & Beyond

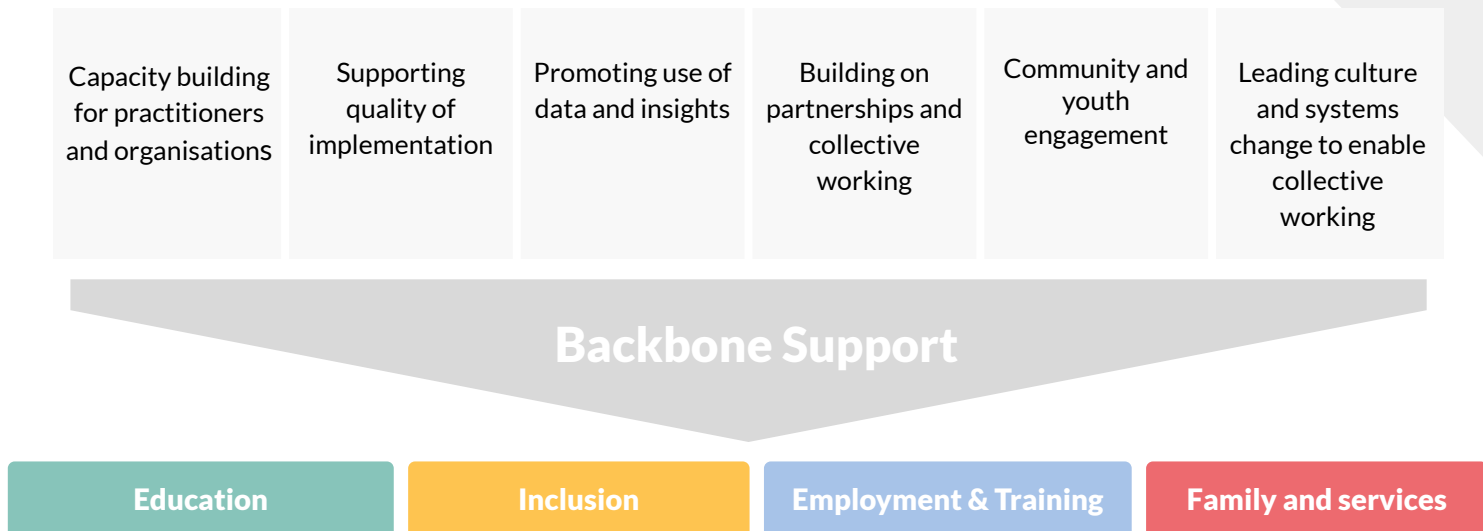
Working Towards a Sustainable Future

Sustainable Changes

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

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

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



What Comes Next?

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

There are a multiple options:

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



Part 5 Structure & Governance

Constitution

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

Organisation

Trustees can be appointed by ordinary resolution of the members.

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

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

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

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

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

Key management personnel

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

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

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

Trustees' responsibility statement

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

In preparing these accounts, the trustees are required to:

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

- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

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

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website.

Legislation in the United Kingdom governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

Risk management

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

Strategic risk

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

Impact risk

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

Delivery risk

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

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

Funding risk

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

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

Partner risk

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

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

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

Having assessed the major risks, the trustees are satisfied that the charity has 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.



Part 6 Legal & Administrative Information

Legal & Administrative Information

Trustees

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

Registered office

Colony
5 Piccadilly Manchester M1 3BR

Charity registration number

1160886

Auditors

Buzzacott LLP

130 Wood
Street
London
EC2V 6DL

Bankers

CAF Bank

25 Kings Hill Avenue
West
Malling
Kent
ME19 45Q

Solicitors

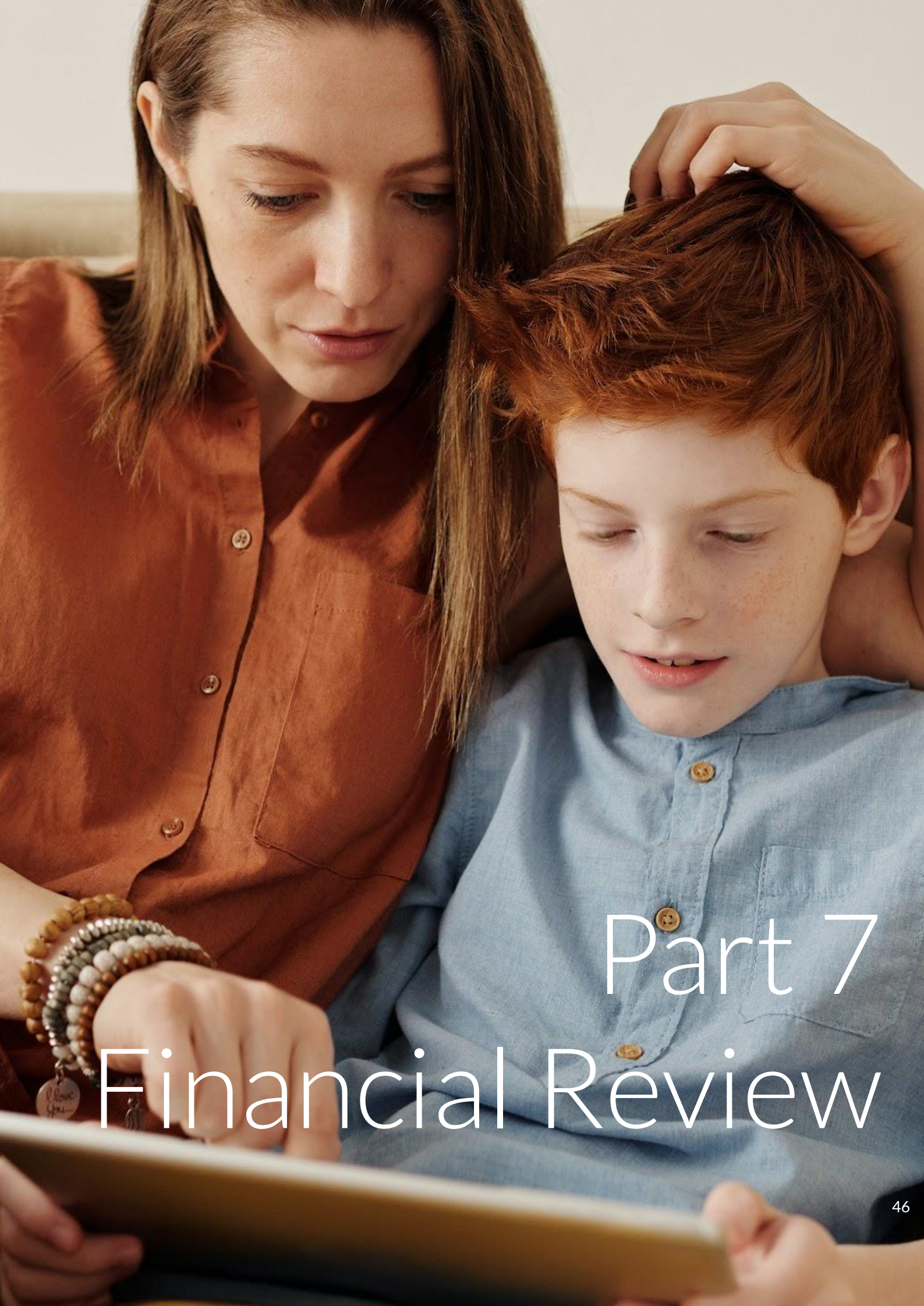
Allen & Overy

One Bishops Square,
London
E1 6AD

Objects

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





Part 7

Financial Review

Results for the year

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

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

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

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

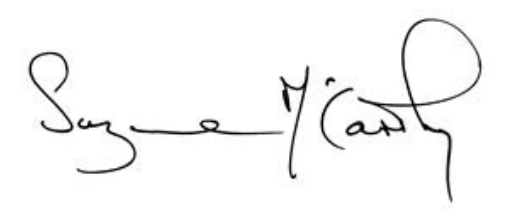
Reserves policy and financial position

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

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

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

Approved by the trustees and signed on their behalf by:



Suzanne McCarthy

Chair of Trustees

Approved by the trustees on 26 March 2024





Part 8

Annual Accounts

Statement of Financial Activities

Year to 31 August 2023

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

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

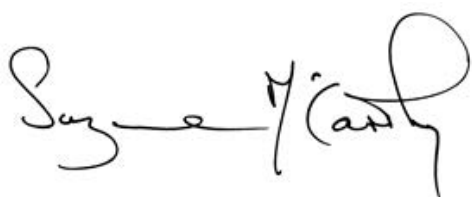
The charity has no recognised gains and losses other than those shown above

Balance Sheet

31 August 2023

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

Trustee Signature:



Approved on:

26.03.2024

Statement of cash flows

Year ended 31 August 2023

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

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

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

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

B. Analysis of cash and cash equivalents

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

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



Principal Accounting policies

Year ended 31 August 2023

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

Basis of preparation

These statutory financial statements have been prepared for the year ended 31 August 2023.

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

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

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

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

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees to make significant judgements and estimates.

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

- ◆ Estimating the useful economic life of tangible fixed assets;
- ◆ Allocation of support costs based on estimated staff time spent on each activity; and
- ◆ Estimating the value of donated services.

Assessment of going concern

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

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 August 2024, the most significant area that affects the carrying value of the assets held by the charity is the level of donations income achieved (see the risk management section of the trustees' report for more information).

Income

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

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

Donations

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

Income from charitable activities

This includes income charged to deliver our charitable services.

Donated services

Services donated include provision of legal advice and specialist consultancy. This is recognised as income in the period in which the advice or service was provided based on the value to the charity, which for the most part is the comparable market value. An equivalent amount is recognised in the same period as an expense in the relevant section of the Statement of Financial Activities.

Expenditure and the basis of apportioning costs

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

- a. Expenditure on raising funds relates mainly to costs of staff time spent on raising funds and awareness of the organisation and the planned programme activities.
- b. Expenditure on charitable activities in deliverance of the objectives set out in the Trustees' report relate mainly to costs of staff time and travel and payments to our collaborative partners.
- c. Support costs relate to the costs of governance, IT, finance and other activities involved in managing the organisation. These have been allocated to activities based on estimates of the number of FTE staff engaged in each activity.

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

Fixed assets

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

Class of asset	UEL
IT equipment	3 years

Subsidiaries

Right to Succeed CIO has one wholly owned subsidiary, Right to Succeed Limited (company registration 08689873). The subsidiary is currently dormant.

Pensions

Contributions in respect of the charity's defined contribution pension scheme are charged to the statement of financial activities when they are payable to the scheme. The charity's contributions are restricted to the contributions disclosed in note 5. There were no outstanding contributions at the year end. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

Notes to the financial statements

Year ended 31 August 2023

1 Donations

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

	Unrestricted funds £	Restricted funds £	2022 £
Donations	235,639	–	235,639
Grants	559,732	1,031,566	1,591,298
Donated services	23,249	–	23,249
2022 Total funds	818,620	1,031,566	1,850,186

Donated services in 2023 comprise Communications advice from Jayne Moore (2022: legal advice by Baker McKenzie and Communications advice from Jayne Moore PR).

2 Charitable activities

	Activities undertaken directly £	Support costs £	2023 £
Programmes:			
- Blackpool	350,603	42,928	393,531
- Halton Lea	197,377	27,501	221,878
- Northwood	165,595	27,501	193,096
- Cradle to Career	874,835	76,972	951,807
- Norfolk	183,292	38,023	221,315
- Rochdale	131,762	37,402	169,164
- Sefton & St Helens	37,020	10,043	47,063
- Reach	26,695	-	26,695
Advocacy and Communicating our work	96,847	25,523	122,370
Place Matters	139,427	-	139,427
Data Projects	105,500	42,546	148,046
Total	2,305,952	328,439	2,634,392

	Activities undertaken directly £	Support costs £	2022 £
Programmes:			
- KS3 Literacy	105,923	14,363	120,286
- Preventing Exclusions (Reach)	79,000	3,990	82,990
- Youth Employment (Pathways)	220,118	14,363	234,481
- Cradle to Career	737,729	76,604	814,333
- Every Child Manchester	119,934	23,141	143,075
- Halton & Knowsley Discovery	220,308	51,868	272,176
- Norfolk Discovery	129,600	27,929	157,529
- Blackpool Discovery	97,725	19,151	116,876
Advocacy and Communicating our work	92,064	23,939	116,003
Place Matters	48,484	-	48,484
Data Projects	145,342	31,918	177,260
Total	1,996,227	287,266	2,283,493

3 Support costs

	Raising funds £	Programmes £	Data Projects £	Advocacy & communicating our work £	2023 £
<i>IT and communications</i>	5,115	39,055	3,829	6,382	54,381
<i>Financial Administration</i>	8,526	32,546	3,190	5,318	49,580
<i>Governance (Note 4)</i>	9,302	39,533	3,488	5,814	58,137
<i>Other</i>	45,259	149,235	15,016	25,032	234,542
	68,202	260,369	25,523	42,456	396,640

	Raising funds £	Programmes £	Data Projects £	Advocacy & communicating our work £	2022 £
<i>IT and communications</i>	7,638	33,146	1,163	3,785	42,395
<i>Financial Administration</i>	15,965	52,610	5,442	7,257	81,724
<i>Governance (Note 4)</i>	15,017	49,489	5,120	685	76,451
<i>Other</i>	30,911	101,867	10,538	14,051	157,367
	70,221	231,409	23,939	31,918	357,487

All support costs are allocated based on estimates of staff time spent on each activity.

4 Governance costs

	2023 £	2022 £
Audit fee	9,920	10,050
Legal fees	6,852	21,708
Trustee meetings and travel	370	1,905
Insurance	3,861	4,282
Staff costs	37,134	38,188
Other Costs	-	318
	58,137	76,451

Pro Bono Legal fees in Governance Costs in 2023 were £nil and 2022 were £21,708.

5 Employee and key management remuneration

Summary

Staff costs during the year were as follows:

		2023 £		2022 £
Wages and salaries		1,305,297		1,179,636
Social security costs		141,481		127,359
Pension contributions		107,782		104,548
		1,554,560		1,411,543

Staff numbers

The average number of staff employed during the year on a headcount basis was 33.8 (2022 – 31.8). The average number of employees during the year, calculated on a full time equivalent basis (FTE), analysed by function, was as follows:

		2023 £		2022 £
Raising funds		3		3
Charitable activities		20		19
Core management and support		8		8
		31		30

Higher paid employees and remuneration of key management personnel

1 employee earned between £80,001 and £90,000 (2022 - 1 employee), 1 employee earned between £70,001 and £80,000 (2022 - No employee) and 1 employee earned between £60,001 and £70,000 (2022 - 2 employees).

No trustee received any remuneration for the period in which they served as a trustee. 9 Trustees claimed expenses for the period in which they served as a trustee totalling £370 (2022 - 9 Trustees claimed expenses totalling £1,905).

The charity purchased Trustees' indemnity insurance at a cost of £942 (2022 - £942) for the year. The policy provides indemnity for the Trustees and professional liability to a limit of £2,000,000.

The key management personnel of the charity are the trustees along with the Senior Executive Team. The trustees do not receive remuneration. The total employee benefits including National Insurance contributions of the key management personnel of the charity were £401,351 (2022 - £329,229). The increase in 2023 is due to salary increases and an additional member of the Executive Team.

6 Taxation

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

7 Fixed assets

			IT Equipment £
Total cost at 1 September 2022			5,541
Total cost at 31 August 2023			5,541
Accumulated depreciation at 1 September 2022			(4,543)
Depreciation charge			(998)
Accumulated depreciation at 31 August 2023			(5,541)
Net book value at 31 August 2022			998
Net book value at 31 August 2023			-

8 Debtors

		2023 Total funds £	2022 Total funds £
Accounts receivable		53,500	18,065
Prepayments and accrued income		104,013	217,929
Other debtors		185,302	9,273
		342,815	245,267

9 Creditors: amounts falling due within one year

		2023 Total funds £	2022 Total funds £
Accounts payable		96,747	51,710
Taxation and Social Security		9,093	48,044
Accruals and deferred income		148,783	252,332
Other creditors		14,059	15,876
		268,682	367,962

Movement in deferred income

		£
Deferred income at 1 September 2022		131,667
Income released during the year		(131,667)
Income received and deferred		50,000
Deferred income at 31 August 2023		50,000

10 Restricted funds

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

	At 1 September 2022 £	Income £	Expenditure £	At 31 August 2023 £
Preventing exclusions (Reach, Big Lottery Fund Grant) - Legacy	26,695	-	(26,695)	-
Northwood	-	268,535	(256,938)	11,597
Halton Lea	-	209,022	(209,022)	-
Blackpool	12,500	360,944	(370,943)	2,501
Cradle to Career (North Birkenhead)	306,860	692,449	(909,482)	89,827
Wirral Weekenders	570	-	(570)	-
Sefton & St Helens	-	69,503	(56,203)	13,300
Norfolk	17,096	381,489	(209,292)	189,293
Rochdale	-	186,074	(186,074)	-
Capacity Building – other grants	49,769	70,371	(120,140)	-
Place Matters	45,097	183,627	(139,427)	89,297
	458,587	2,422,012	(2,484,784)	395,815

	At 1 September 2021 £	Income £	Expenditure £	At 31 August 2022 £
Preventing exclusions (Reach, Big Lottery Fund Grant) - Legacy	105,695	-	(79,000)	26,695
Every Child (Manchester)	7,135	75,000	(82,135)	-
KS3 Literacy (Blackpool)	27,818	81,454	(109,272)	-
Pathways for all (Blackpool)	31,935	203,846	(223,281)	12,500
Cradle to Career (North Birkenhead)	364,339	699,929	(757,408)	306,860
Wirral Weekenders	-	10,000	(9,430)	570
Blackpool Literacy Strategy (Discovery)	-	110,000	(110,000)	-
Liverpool City Region (Discovery)	-	172,721	(172,721)	-
Norfolk (Discovery)	-	119,856	(102,760)	17,096
Capacity Building – other grants	117,349	63,916	(131,496)	49,769
Data Platform Project	34,610	-	(34,610)	-
Place Matters	-	93,580	(48,483)	45,097
	688,881	1,630,302	(1,860,596)	458,587

Blackpool is funded by Big Change, the Dulverton Trust, Our Common Good, Porticus Foundation, the Stone Family Foundation and Youth Futures Foundation. The funds held at year end are from Big Change and will be applied in 2023/24.

Capacity Building is funded by a grant from the Fidelity Foundation for codifying practice and strengthening organisational infrastructure, in readiness for expansion to new areas.

Halton Lea is funded by Allen & Overy, the Liverpool City Region Combined Authority, the National Lottery Community Fund, the SHINE Trust and the Steve Morgan Foundation.

Norfolk is funded by the Henry Oldfield Trust, the National Lottery Community Fund, RWE Renewables and the Youth Endowment Fund. Funds held at year end will be applied in 2023/24.

North Birkenhead, Cradle to Career is funded by the SHINE Trust and the Steve Morgan Foundation. Funds held at year end will be applied to delivery of Year 4 of the programme in 2023/24.

Northwood is funded by the Liverpool City Region Combined Authority, the Bank of America, the National Lottery Community Fund, the SHINE Trust and the Steve Morgan Foundation. Funds held at year end will be applied in 2023/24.

Rochdale is funded by Rochdale Borough Council (Department for Education PEIA).

Sefton & St Helens is funded by the National Lottery Community Fund, the SHINE Trust and the Steve Morgan Foundation. Funds held at year end will be applied in 2023/24.

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



11 Analysis of net assets between funds

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

				Unrestricted funds £	Restricted funds £	At 31 August 2022 £
Fund balances at 31 August 2022 are represented by:						
Tangible fixed assets				502	496	998
Current assets				1,474,330	728,294	2,202,624
Creditors: amounts falling due within one year				(97,759)	(270,203)	(367,962)
Total net assets				1,377,073	458,587	1,835,660

12 Operating lease commitments

At 31 August 2023, the charity's future minimum lease payments under non-cancellable operating leases were as follows:

	2023 £	2022 £
Amounts due:		
Within one year	56514	68,200
Between one and two years	0	2,220
	56514	70,420

13 Related party transactions

The aggregate amount of donations received in the year from related parties was £nil (2022 – £nil).

There were no related party transactions during the year other than disclosed in note 5.

14 Liability of members

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



Part 9 Independent Auditor's Report

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

Opinion

We have audited the accounts of Right To Succeed CIO (the charity') for the year ended 31 August 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- Give a true and fair view of the state of the charity's affairs as at 31 August 2023 and of its income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

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

Conclusions relating to going concern

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

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

Other information

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

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the accounts

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

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

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

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, data protection legislation, safeguarding, employment, and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and

- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of the trustee meetings;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing any available correspondence with the Charity Commission and other regulators.

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

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

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

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

Use of our report.

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott LLP
Statutory Auditor 130 Wood Street London
EC2V 6DL
Date: 16 April 2024
Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006



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