



RIGHT TO  
SUCCEED

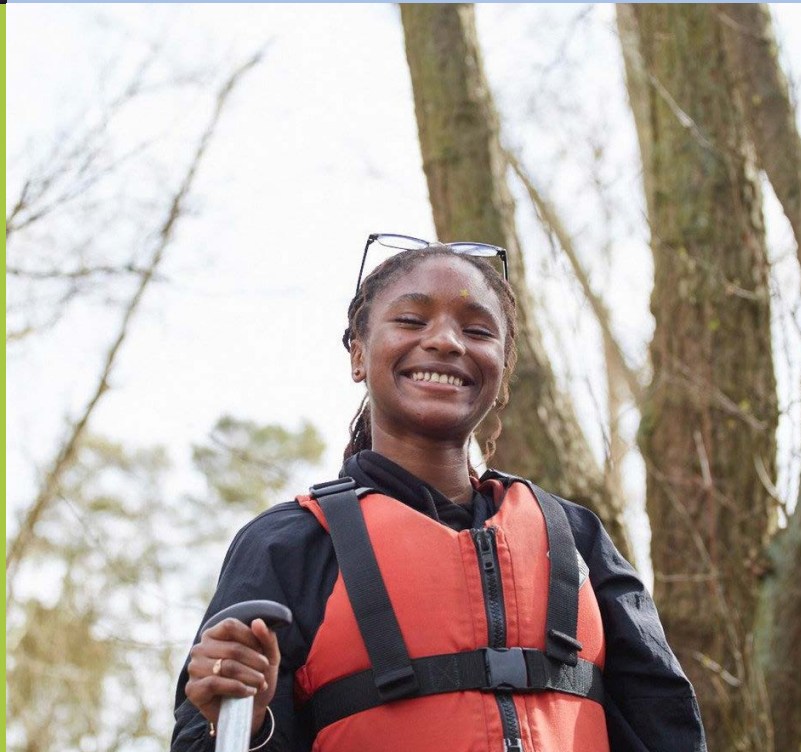
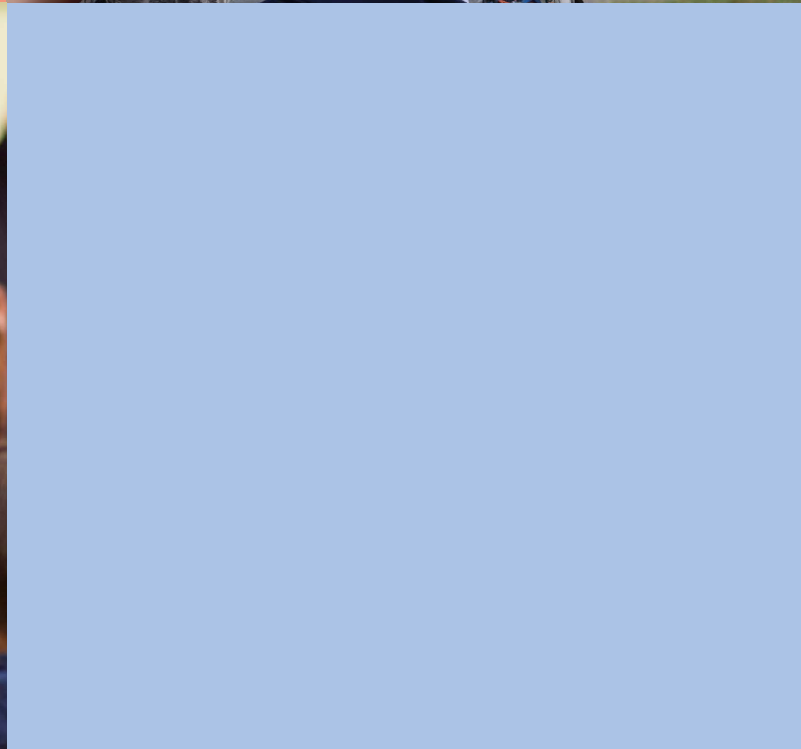
# ANNUAL REPORT & ACCOUNTS

24/25



10

YEARS OF  
IMPACT





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# 10

YEARS OF  
IMPACT

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

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

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







# A MESSAGE FROM OUR CHAIR OF TRUSTEES



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

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

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

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

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

We were also encouraged by the growing evidence base supporting this work. In May 2024, Right to Succeed published *Reading the Future: The impact of literacy support on disadvantaged pupils' GCSE grades and beyond*, a commissioned report produced by Pro Bono Economics.

The report highlighted that our Key Stage 3 literacy programmes in Blackpool and North Birkenhead generated up to an estimated 18 times return on investment, mainly in the uplift in expected future earnings of the children and young people who participated.

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

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

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

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

Yours Sincerely

**SUZANNE McCARTHY**  
Chair, Right to Succeed



## CASE STUDY

# CONNECTING FAMILY SERVICES



## Cradle to Career Sefton Multi- Disciplinary Team

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

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

### Key Concerns



**Housing stability and access to long term accommodation**



**Community connection**



**Access to inclusive activities for children**



## A Family in Need

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

## How we supported them

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

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



# A MESSAGE FROM OUR CEO



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

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

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

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

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

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

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

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

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

Yours Sincerely

**GRAEME DUNCAN**  
CEO, Right to Succeed





## THE WHY AND HOW

# ABOUT US

## OUR STORY



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

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

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

## OUR VISION



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

## OUR MISSION



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





# OUR VALUES



## COLLABORATION

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



## INTEGRITY

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



## COMMITMENT

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



## CURIOSITY

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



## HUMILITY

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





# WORKING COLLECTIVELY TO EFFECT CHANGE

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

**We call this way of working  
“place-based change”**

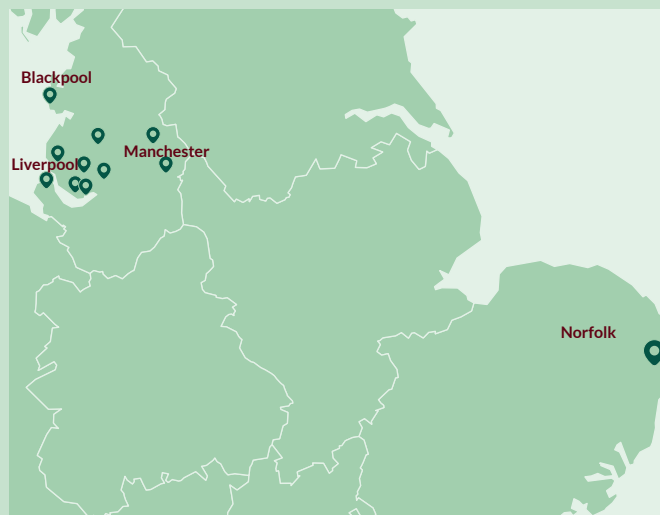
We have reached communities in

**Lancashire:** Blackpool

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

**Greater Manchester:** Rochdale and Tameside

**East Anglia:** Central Great Yarmouth

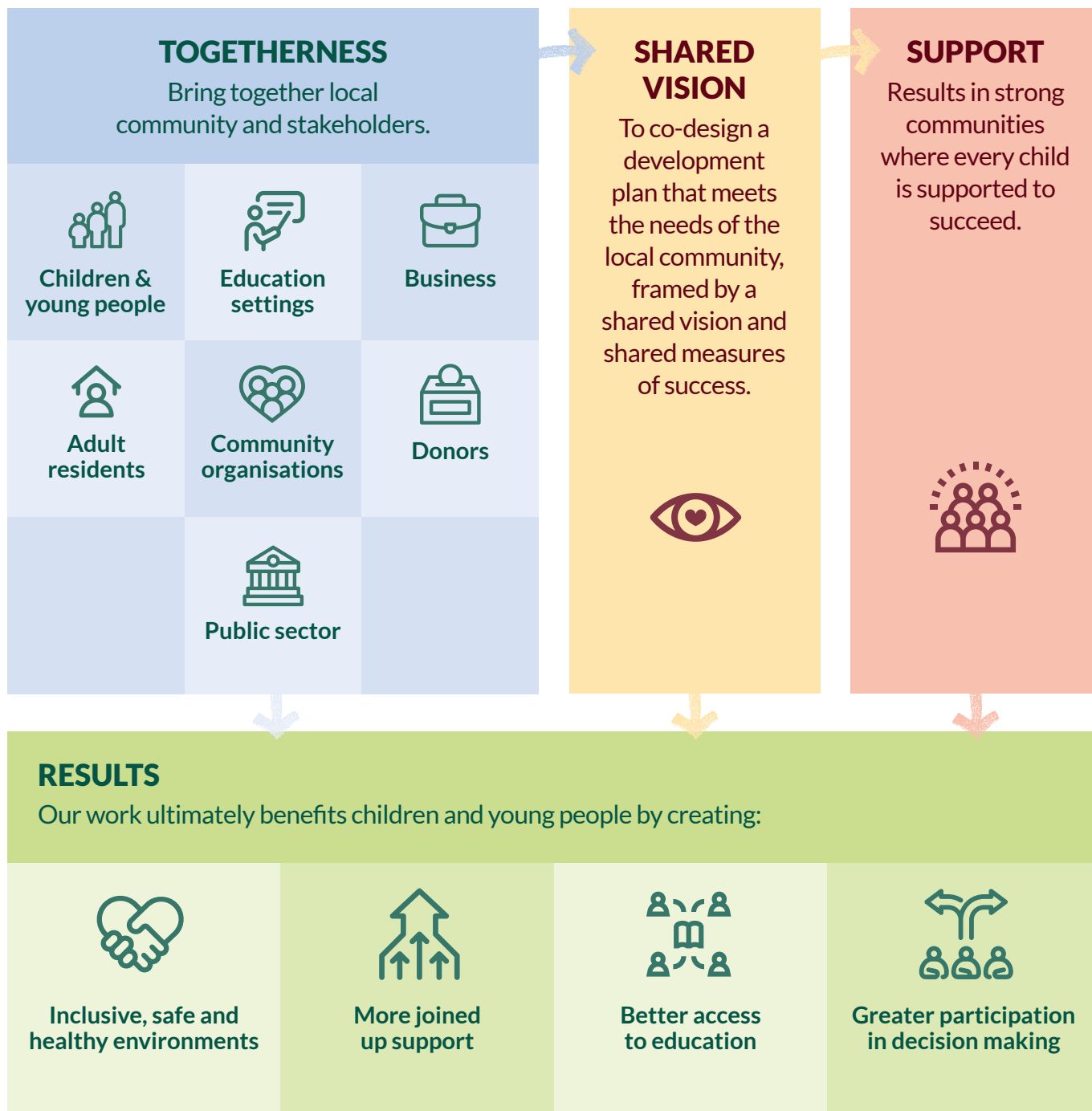






# HOW WE WORK

Together with local residents, professionals and leaders, we:





# OUR ROLE IN PLACE-BASED CHANGE



See how  
we do it



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

## ESTABLISH PRINCIPLES



We establish the principles of place-based change.

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

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

## PARTNERSHIPS



We build and strengthen partnerships.

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

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



## INFLUENCE DECISION MAKING



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

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

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

## LOCAL FIRST



We work with the community through a robust change process.

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

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





# 5-YEAR STRATEGY REVIEW

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

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

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



## FINANCE & GOVERNANCE

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

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



## PEOPLE

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

## PROGRAMMES

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

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

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



## PARTNERSHIPS

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



## FUNDRAISING

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



# YEAR 2 OF THE STRATEGY AND BEYOND



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

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

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

A defining feature of this strategy period is our commitment to sustaining impact. We are increasingly focused on what it takes for collective working to continue once our most

intensive support ends. This means supporting communities to build a strong collective culture, developing effective local backbone organisations, and working with funders and commissioners to create long-term, flexible funding models that enable continuity rather than repeated reinvention.

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

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

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

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





## CASE STUDY

# ELECTIVE HOME EDUCATION: LAURA'S STORY



## Blackpool Pathways for All

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

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

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

### Risk of NEET indicators



Chaotic home life/  
home-instability



Period of  
homelessness



Mental health /  
bipolar disorder



Addiction /  
substance misuse

### Positive outcomes

Laura successfully interviewed for Blackpool and the Fylde College.

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

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



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

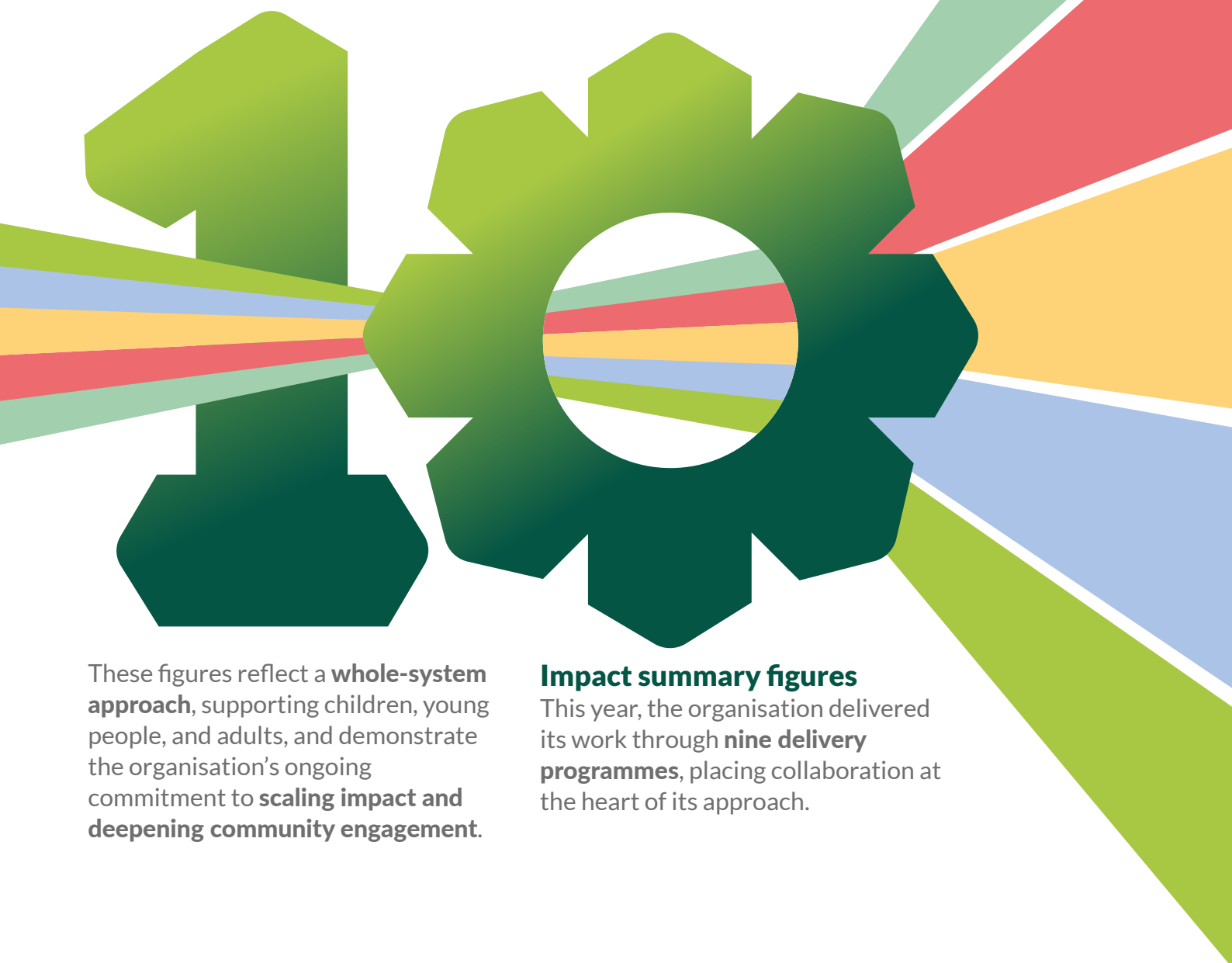




# OUR YEAR IN NUMBERS



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



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

## Impact summary figures

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



24,823

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



3,613

adult residents engaged through programmes and wider community work.



15,843

children and young people received or accessed interventions.



639

Voices heard in Speke during discovery work

224

children and young people

355

adult residents

60

practitioners



9

Delivery programmes working with:

280

partner organisations

1,366

practitioners trained

2,793

adult residents engaged





# IMPACT ACROSS OUR PROGRAMMES

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

## Liverpool City Region and Greater Manchester



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

## Blackpool



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

## Norfolk



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

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

### 18,500

Children and young people assessed or supported

### 200+

Education and community partners collaborators

### 33

Partner organisations contributing

### 185

Practitioners contributing

### 29

Partner organisations



## CASE STUDY

# CO-OP PORTLAND PRIMARY SCHOOL

## 100% of teachers

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



### Cradle to Career North Birkenhead Education

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

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



### Using data effectively

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

SDQ scores decreased following intervention:

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

"I am focusing on being more kind."

Pupil 1



# HALTON LEA IMPACT SNAPSHOT



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

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

## KEY OBJECTIVES TO DATE

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

### Early help

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



**+125%**

**Increase in Early Help Assessments.**

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

#### Why is this important?

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

### Educational Attainment

Raise literacy and numeracy standards across primary and secondary phases.



**+7.2**

**Gain in Standard age reading score.**

#### Why is this important?

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

#### Why is Literacy Important?

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

### Wellbeing and Inclusion

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



**1,937**

**Children & young people attendances at a safe space.**

Working with supportive adults and further developing relationships.

#### Why is this important?

Social connection and emotional wellbeing is crucial for learning and development.

### Community Engagement

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



**881**

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

Consultation on youth offer, youth panels, mini discovery.

#### Why is this important?

The community know what they need, and having residents and young people involved in decision making ensures agency.





## REACH AND ENGAGEMENT

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

**32**

different educations and community partner organisations worked with.

**580**

practioners trained in education & community settings.

**10,912**

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

## COMMUNITY AROUND THE CHILD

**55%**



### Child in need

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

**22%**



### Youth & Community

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

**30%**



### Adult Wellbeing

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

## Collective Impact Conditions

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

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



### JAMES'S STORY

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



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





# NORTHWOOD IMPACT SNAPSHOT



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

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

## KEY OBJECTIVES TO DATE

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

### Educational Attainment

Raise literacy and numeracy standards across primary and secondary phases.



**+6.9**

**Gain in Standard age reading score.**

#### Why is this important?

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

#### Why is Literacy Important?

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

### Wellbeing and Inclusion

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



**3,182**

**Children & young people attendances at a safe space.**

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

#### Why is this important?

Social connection and emotional wellbeing is crucial for learning and development.

### Community Engagement

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



**563**

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

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

#### Why is this important?

The community know what they need, and having residents and young people involved in decision making ensures agency.

### Post-16 Education, Employment and Training

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



**-3.3%**

**Reduction in NEET young people in Northwood due to increased support.**

Baseline 7.6% in 2022 reducing to 4.3% in 2024 (last available data).

#### Why is this important?

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



## REACH AND ENGAGEMENT

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

**29**   
different education  
and community partner  
organisations worked  
with.

**320**   
practioners trained  
in education  
& community  
settings.

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

## COMMUNITY AROUND THE CHILD

**15%** ↓  
**Early Years**  
Reduction in children with moderate or severe support needs for speech, language & communication through early intervention. Year 1 baseline 69% reducing to 54% in year 3.

**63%** ↑  
**Child in need**  
Increase in Level 3 early help referral closure rate for families, thanks to better localised multidisciplinary support, families are being given interventions quicker and reducing the need for further support or escalation.

**9.1%** ↑  
**Adult Wellbeing**  
Increase of adults reporting medium or high wellbeing against Short Warwick and Edinburgh Mental Wellbeing scale. Baseline score pre-support 46.5% increasing to 55.6% post support

## Collective Impact Conditions

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

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



### AIDAN'S STORY (YEAR 10)

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

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

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





# STRUCTURE & GOVERNANCE

# TRUSTEES

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

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

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

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

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

# KEY PERSONNEL

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

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

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



# TRUSTEES' RESPONSIBILITY STATEMENT

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

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles set out in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

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







# RISK MANAGEMENT

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

Principal risks and mitigations

## Strategic risk

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

## Impact risk

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

## Delivery risk

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

## Funding risk

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

## Partner risk

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

## Data protection

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

## Safeguarding

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

## Reputation management

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

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

# FUNDRAISING

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

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

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



# ACCOUNTS RESULTS FOR THE YEAR 24-25

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

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

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

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

## Reserves policy and financial position

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

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

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

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

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

Approved by the trustees and signed on their behalf by:

**Suzanne McCarthy**

Chair of Trustees

Approved by the trustees on 30th March 2026



## CASE STUDY

# YOUTH OFFER: CAFE COLLABORATION



## Central Great Yarmouth

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

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



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

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

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

“Thank you for making the park safer for everyone”

Young Person  
Great Yarmouth

The background of the page is composed of several overlapping, semi-transparent geometric shapes in shades of green, red, yellow, blue, and teal, creating a dynamic, layered effect.

# FINANCIAL STATEMENTS





# STATEMENT OF FINANCIAL ACTIVITY

## YEAR ENDED 31 AUGUST 2025

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

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

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



# BALANCE SHEET

## AS AT 31 AUGUST 2025

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

## Trustee

**Suzanne McCarthy**  
Chair of Trustees

Approved on 30th March 2026



# STATEMENT OF CASH FLOWS

## YEAR ENDED 31 AUGUST 2025

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

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

<b>A. Reconciliation of net movement in funds to net cash provided by operating activities</b>	<b>2025 £</b>	<b>2024 £</b>
<b>Net movement in funds (as per the statement of financial activities)</b>	<b>860,412</b>	<b>1,371,372</b>
<b>Adjustments for:</b>		
Investment Income	(136,473)	(58,614)
Decrease/(Increase) in debtors	386,653	(626,434)
Increase in creditors	356,356	17,541
<b>Net cash provided by operating activities</b>	<b>1,466,948</b>	<b>703,865</b>
<b>B. Analysis of cash and cash equivalents</b>	<b>2025 £</b>	<b>2024 £</b>
Cash at bank and in hand	1,988,853	2,962,535
<b>Total cash and cash equivalents</b>	<b>1,988,853</b>	<b>2,962,535</b>

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



# PRINCIPAL ACCOUNTING POLICIES

## YEAR ENDED 31 AUGUST 2025

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

### Basis of preparation

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

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

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

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

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

### Critical accounting estimates and areas of judgement

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

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

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

### Assessment of going concern

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

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

### Income

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

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

### Donations

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





## Income from charitable activities

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

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

## Expenditure and the basis of apportioning costs

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

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

## Debtors

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

## Cash at bank and in hand

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

## Current asset investments

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

## Creditors and provisions

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

## Fixed Subsidiaries

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

## Pensions

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



# NOTES TO THE FINANCIAL STATEMENTS

## YEAR ENDED 31 AUGUST 2025

### 1. Donations

	Unrestricted funds £	Restricted funds £	2025 £
Donations	107,899	—	107,899
Grants	1,090,060	3,040,422	4,130,482
<b>2025 Total funds</b>	<b>1,197,959</b>	<b>3,040,422</b>	<b>4,238,381</b>

	Unrestricted funds £	Restricted funds £	2024 £
Donations	21,730	—	21,730
Grants	794,486	2,530,895	3,325,381
<b>2024 Total funds</b>	<b>816,216</b>	<b>2,530,895</b>	<b>3,347,111</b>

### 2. Income from charitable activities

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

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

**3. Expenditure on charitable activities**

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

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

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

**4. Support costs**

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

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

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

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

**5. Governance costs**

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





## 6. Employee and key management remuneration

### Summary

Staff costs during the year were as follows:

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

### Staff numbers

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

	2025 £	2024 £
Raising funds	3	2
Charitable activities	31	27
Core management and support	11	10
	<b>45</b>	<b>39</b>

### Higher paid employees and remuneration of key management personnel

	2025 £	2024 £
£90,001 to £100,000	1	1
£80,001 to £90,000	1	–
£70,001 to £80,000	1	1
£60,001 to £70,000	4	2
<b>Total</b>	<b>7</b>	<b>4</b>

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

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

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



## 7. Taxation

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

## 8. Debtors

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

Grants receivable comprise:	2025 Total funds £	2024 Total Funds £
Liverpool City Region	10,000	249,181
Department for Education	—	544,418
<b>Total</b>	<b>10,000</b>	<b>793,599</b>

<b>9. Creditors: amounts falling due within one year</b>	2025 Total funds £	2024 Total Funds £
Accounts payable	104,827	108,877
Taxation and Social Security	67,554	1,208
Accruals and deferred income	449,641	159,567
Other creditors	20,557	16,571
	<b>642,579</b>	<b>286,223</b>

<b>Movement in deferred income</b>	<b>£</b>
Deferred income at 1 September 2024	75,000
Income released during the year	(75,000)
Income received and deferred	345,000
<b>Deferred income at 31 August 2025</b>	<b>345,000</b>

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



## 10. Restricted funds

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

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

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

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

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

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

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



## 10. Restricted funds (continued)

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

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

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

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

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

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

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

## 11. Analysis of net assets between funds

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

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





## 12. Operating lease commitments

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

	2025 £	2024 £
<b>Amounts due:</b>		
Within one year	72,263	31,464
Within 2-5 years	36,442	—

## 13. Related party transactions

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

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

## 14. Liability of members

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



# LEGAL AND ADMINISTRATIVE INFORMATION

## Registered office

Colony  
5 Piccadilly  
Manchester  
M1 3BR

## Solicitors

A&O Shearman  
One Bishops Square  
London  
E1 6AD

## Charity registration number

1160886

## Auditor

Buzzacott Audit LLP  
130 Wood Street  
London  
EC2V 6DL

## Bankers

Lloyds Bank PLC  
25 Gresham Street  
London  
EC2V 7HN

## Objects

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





# INDEPENDENT AUDITOR'S REPORT





# INDEPENDENT AUDITOR'S REPORT

## TO THE TRUSTEES OF RIGHT TO SUCCEED CIO

### Opinion

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

#### In our opinion, the accounts:

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

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

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

We have nothing to report in this regard.





## Matters on which we are required to report by exception

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

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

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

## Responsibilities of trustees

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

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

## Auditor's responsibilities for the audit of the accounts

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

## Use of our report

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

*Buzzacott Audit LLP*

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

Date: 22nd April 2026

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





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

But, together we can.

Charity Registration Number  
1160886



RIGHT TO  
SUCCEED