

THE RANK FOUNDATION LIMITED
(Limited by guarantee)

Report of the Trustees and Financial Statements
for the year ended
31 December 2023

Company No. 516434
Registered Charity No. 276976

THE RANK FOUNDATION LIMITED

Report of the Trustees for the year ended 31 December 2023

Contents

Report of the Trustees

Reference and Administration

- Trustees and Committees 2
- Foundation Information and Professional Advisers 3

Structure, Governance and Management

- Objects, Public benefit and Strategy 4
- Constitution 5
- Corporate Governance 5
- Decision Making and Committees 6
- Fundraising 8
- Risk Management and Internal Control 9

Review of Activities and Achievements

- Introduction 10
- Community 12
- Leadership 18
- Enterprise 23
- Faith 24

Looking Forward 25

Financial Review 27

Statement of Trustees' Responsibilities 29

Independent Auditor's Report 30

Consolidated Statement of Financial Activities 34

Consolidated Balance Sheet 35

Company Balance Sheet 36

Consolidated Statement of Cash Flows 37

Notes to the Financial Statements 38

THE RANK FOUNDATION LIMITED

Report of the Trustees for the year ended 31 December 2023

Reference and Administration

The Trustees present their report and the audited financial statements of The Rank Foundation Limited ("Foundation" or "Rank") for the year ended 31 December 2023. The Trustees have applied the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities" ("FRS 102 SORP" (second edition)) in preparing the annual report and financial statements of the Foundation.

The Directors of the charitable company are its Trustees for the purposes of charity law and constitute the "Board". All the Trustees are also members of the Foundation, and their liability is limited to £1 each.

The names of the Trustees who have served during the year and since the year end are shown below.

Trustees:

Committee Membership at 31 December 2023

Chair:

J.R. Newton (1,2,3,5,7)

Deputy Chair:

W.P. Wyatt (Deputy Chair from 6 December 2023) (1,3,7)

J.J. Chaffer (resigned 6 December 2023) (3,4,7)

N.F. Buxton (2)

L.A. Clay (5,6)

S.H. Cowen (2)

J. Davis (1)

R.M. Fitzpatrick QPM (1,4,6)

A.N.R Fleming (3,5)

L.V. Hall (appointed 7 June 2023) (1)

A.J.H Murdoch (appointed 7 June 2023) (1)

M.D.B. Simon (1,5)

J. L. Ropner LL (1,4,7)

S.E. Snyder (appointed 22 March 2023) (1)

Board Consultants:

G.C. King (resigned from CTVC on 31 December 2023)(2)

C. Cade (3)

Committees:

- 1 Grants
- 2 Audit
- 3 Investment
- 4 Nominations
- 5 Director of CTVC Limited
- 6 Rank Fellowship
- 7 Chairman's

THE RANK FOUNDATION LIMITED

Report of the Trustees for the year ended 31 December 2023

Reference and Administration (continued)

Foundation Information

Executive Staff

Rank Foundation Limited

Chief Executive Officer

Deputy CEO

Director of Programmes

Director of Education and Leadership

Company Secretary & Finance Director

D.J. Sanderson MBE DL

C.S. Broadhurst

K. Wooder

J.R. Hind

J. Jayasuriya (appointed 30 January 2024)

A. Bennett (resigned 20 February 2023)

Interim Company Secretary & Finance Director

T. Kelman (appointed 24 January 2023, resigned 30 January 2024)

CTVC Limited

Chief Executive Officer

Finance Director & Company Secretary

C.C. Matthews

J. Rees

Registered and principal office:

19-21 Garden Walk, London, EC2A 3EQ

Website:

www.rankfoundation.com

Registration numbers:

Company 516434 Charity 276976

Professional Advisers

Auditor:

BDO LLP, Baker Street, London

Bankers:

National Westminster Bank plc

Investment Custodian:

Northern Trust

Investment Advisors:

Asset Risk Consulting

Structure, Governance and Management

Objects

The Foundation is a grant-giving charitable company restricted by its objects to causes within the UK approved by the Charity Commission for England and Wales. Our aim is to improve the lives of people and their communities, caring for the disadvantaged and the marginalised across the UK, through:

- *The promotion, by means of the exhibition of religious films, of the Christian religion, Christian principles, Christian religious education, and the history of the Christian faith.*
- *The promotion of the Christian religion by any other lawful means.*
- *The promotion of education.*
- *The promotion of any other Objects which are exclusively charitable according to the laws of England in force from time to time.*

Public benefit

The Foundation has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. The Trustees consider how planned activities will contribute to the aims and objectives they have set.

Strategy

The Board and the Executive Staff have established the following Strategic Vision, Faith, and Mission.

Vision

To help create a more equitable and inclusive society by encouraging leadership, developing an entrepreneurial mindset and forming strong community networks, building on our pioneering and distinctive model of relational philanthropy, underpinned by our Christian faith.

Faith

Ever mindful of the strong Christian beliefs of our founders, our work remains firmly rooted in faith. We have sought to better understand 'lived faith': connecting faith to society, acting as a driver for social good, and challenging inequality and injustice.

Mission

- **Challenge the consequences of inequality.** Addressing the consequences of poverty and inequality, introducing an effective Diversity, Equity & Inclusion strategy, and a new programme category to focus on educational opportunity.
- **Champion leaders to become more impactful.** Strengthen our leadership offer, building capacity and skills especially around 'leadership' and 'enterprise' in particular with our place-based projects, Time to Shine, leadership bursary & Rank Aspire programmes.
- **Connect through networks, partnerships and collaboration.** To see RankNet as the most significant challenge and opportunity ahead, to harness the knowledge, skills, passion & capabilities of the network to much greater effect, embracing transformational technology, including media & CTVC, to improve reach & effectiveness.
- **Christian Faith.** Convening conversations around the values, traditions, and practices of the Christian faith, from a perspective that respects those of all faiths and none.

THE RANK FOUNDATION LIMITED

Report of the Trustees for the year ended 31 December 2023

Structure, Governance and Management (continued)

Constitution

The Foundation was established in 1953 by the late Lord and Lady Rank (the founders) as a company limited by guarantee governed by a Memorandum and Articles of Association last updated on 1 December 2010 and was registered as a charity on 11 December 1978 (registration number 276976).

Subsidiary Undertaking

CTVC Limited ("CTVC"), is a wholly controlled subsidiary of the Foundation which has the right to appoint most of the Directors and to remove any Directors it appoints. It is a company limited by guarantee (registered number 1375941) and it is a registered charity (registered number 276286). Its principal activities are the production of television and radio programmes, and the distribution of films and videos for Christian and educational purposes. CTVC has a wholly owned trading subsidiary which is incorporated in England and Wales, Hillside Productions Limited (registered number 1782130). Its principal activity is the making of commercial and non-primary purpose media productions.

Corporate Governance

Appointments to the Board

Recommendations are welcome from any source. Once received, they are given careful consideration by the Nominations Committee which puts forward its recommendations to the Board. The Trustees may at any time appoint any member of the Foundation as a Trustee, subject to a maximum of fifteen, as permitted by the Foundation's constitution. The Trustees have full discretion as to the admission of any person as a member.

Induction and training

All new Trustees receive an induction pack on appointment. This contains copies of the governing documents, all committee constitutions, the previous year's annual report and financial statements, a book detailing the history of the Foundation and the Group (including CTVC Limited and Hillside Productions Limited), and a profile of all Trustees and staff. The Executive Team also provide an overview of the governance and main operations of the Foundation to new Trustees. The Foundation provides formal Trustee training from time to time as and when required.

Charity Governance Code for larger charities (the Code)

The Trustees continue to adopt the principles and recommended practice for good governance set out in the Code which was revised and issued in December 2020. At the mid-strategy point, the Trustees are focusing on the Code and make well-considered decisions about how its recommendations should be applied in the governance of the Foundation.

Structure, Governance and Management (continued)

Trustee and Executive remuneration

The Foundation does not remunerate its Trustees. The Board is responsible for setting the remuneration of the Foundation's executive staff. Remuneration is set in the context of the Foundation's purposes, aims and values and to reflect the skills, experience and competences required for executive roles. In setting remuneration, the Trustees also consider several additional factors including an individual's contribution, affordability and remuneration offered by grant-making charities of a similar size and complexity.

Certain Trustees of the Foundation's subsidiary undertaking (CTVC) receive payment for consultative services as allowed for in CTVC's Articles of Association. Their remuneration which is detailed in the notes to the subsidiary's financial statements is set by the Board of the subsidiary and is based on the number of days required to provide consultative services and to reflect the skills, knowledge and competences required for their roles. The remunerated Trustees of CTVC are not Trustees of the Foundation.

Decision Making and Committees

The Board and its Committees

The Board is responsible for leading and controlling the Foundation. The Board achieves this by:

- setting the long-term strategic objectives;
- receiving reports on the committees' activities;
- considering all grant applications put forward by the committees; and
- approving senior appointments.

The Board is assisted in its work by **five** committees to which certain powers and responsibilities are delegated. Each committee includes members of the Board and may include additional members appointed for their specialist knowledge. Executive Staff also attend relevant committee meetings. The members of all committees are set out on page 2 of this report.

The Board is assisted in its identification of appropriate initiatives for support and the monitoring of their progress by the **Grants Committee**. Full reports are always made to the Board.

The **Chairman's Committee** which is made up of the Chair and Deputy Chair of the Foundation and the Chairs of the various other committees operates to ensure the business of the Foundation is conducted on a day-to-day basis within the limits delegated by the Board.

Structure, Governance and Management (continued)

The **Audit Committee** creates a formal conduit between the external auditor and the Board and advises on the content and presentation of the group's annual report and financial statements. The Committee also reviews audit plans and the external auditor's management letter, and monitors implementation of actions required and satisfies itself as to the external auditor's continuing independence. It has the authority to appoint, and to fix the remuneration of, the external auditor. It also has responsibility for monitoring the Foundation's financial controls and internal control and risk management systems.

The **Nomination Committee** considers nominations for appointment to the Board.

The **Investment Committee** and its individual members ensure that there is a regular and timely review of investments and that the results of these reviews are reported to the Board. They are supported in their work by Asset Risk Consultants Limited (ARC). ARC provide monthly monitoring reports to the Committee on the portfolio's performance by manager and in aggregate, and against agreed benchmarks.

The Foundation also benefits from the work and activities of the following two groups.

The **Rank Fellowship** is a network of former Rank Foundation School Leadership Award holders together with several honorary fellows including former Time to Shine leaders. Regular Steering Group meetings are held throughout the year: the group includes Trustees and Foundation's Executives.

The **RankNet Leaders Action Group** (RLAG) was established in December 2015 with the purpose of engaging members of the Rank network in content development and thought leadership. The RLAG have supported key network developments such as the annual conference, learning events and the RankNet platform. The RLAG is an advisory group to the Rank Foundation Executives and as such advances the Foundation's commitment to being a relational funder with genuine social sector engagement. The RLAG is a unique hub of social sector intelligence, contributing local or thematic expertise, knowledge and pro-sector thinking on a range of current or emerging issues.

Grant Making Policy

The Foundation only gives grants to other registered charities and other not for profit entities operating in the fields consistent with its objectives and principal aims. The Trustees have decided that, in general, they will not make grants for agriculture and farming, cathedrals, churches (except where community facilities form an integral part of the appeal), university and school building or medical research.

In addition, general appeals from individuals or from charities on behalf of named individuals will not be considered. Due to an excess of demand, unsolicited appeals are extremely unlikely to attract a grant in connection with salaries, general running costs or major capital projects.

Structure, Governance and Management (continued)

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake fundraising from the public, the legislation defines fund raising as “soliciting or otherwise procuring money or other property for charitable purposes”. Such amounts receivable are presented in our accounts as “Income from donations” and includes grants.

In relation to the above, the Charity does not involve commercial or professional fundraisers or third parties. The day-to-day management of all income generation is delegated to the Executive Team, who are accountable to the Trustees. Any solicitations would be managed internally. The Foundation is not bound by any undertaking to any regulatory scheme and the Foundation does not consider it necessary to comply with any voluntary code of practice. We have received no complaints in relation to fundraising activities. Our terms of employment require staff to always behave reasonably. As we do not approach individuals for funds, we do not have a particular reference in our terms of employment to fundraising activities nor do we consider it necessary to design specific procedures to monitor such activities.

The Foundation continues to work in partnership with Government bodies, from DCMS to the Department for Communities in Northern Ireland, regarding unsolicited, community focused programmes that are consistent with Rank's mission and are not part of any structured or intended fund-raising efforts.

THE RANK FOUNDATION LIMITED

Report of the Trustees for the year ended 31 December 2023

Structure, Governance and Management (continued)

Risk Management and Internal Control

The Board has overall responsibility for the Foundation's system of risk management and internal control and for monitoring and reviewing the systems in place. The Board are assisted in these endeavours by the Audit Committee. Such systems cannot eliminate all risks, but the Chairman's Committee, the Board and the Audit Committee are satisfied that systems are robust and operate effectively. The principal risks identified for both the Foundation and CTVC and a summary of how they are managed are set out below.

Risk	Management of risk
Financial: Investment underperformance and volatility of investment markets affecting investments valuations. Pension scheme assets are insufficient to meet the liabilities of the scheme.	<ul style="list-style-type: none"> • Management of funds in line with investment policy set by Trustees. • Investment Committee monitors the performance of investments. • Investment in funds to provide diversification and returns to meet expenditure need. • Supporting the Pension Scheme Trustees in reviewing their investment managers performance. • Agree funding plan with Pension Scheme Trustees. • Appoint actuarial advisers to help review, manage and mitigate risks.
Legislative: Non-compliance with legislation and Financial Reporting Standards.	<ul style="list-style-type: none"> • Oversight of Chief Executive and executive staff. • Staff competences and training. • Review of financial reporting by Audit Committee.
Reputation: Damage to the good name or good standing of the Foundation through the default or other misdemeanour by an approved grant recipient. Failure to complete or meet media production requirements.	<ul style="list-style-type: none"> • Appraisal procedures and ongoing monitors of grants awarded by Board Committees. • Project management of media productions.
Information Technology: Cloud platform failure/Cyber-attack.	<ul style="list-style-type: none"> • Policies, procedures, patching and backup plans in place designed to prevent or limit the impact.
Personnel Loss of key executives.	<ul style="list-style-type: none"> • Cross training in responsibilities where appropriate.
Business interruption: Limitations on media productions and severe disruption to CTVC's business activities. Limitations or cancellation of events and charitable activities of the Foundation.	<ul style="list-style-type: none"> • Close monitoring of CTVC's cash flows and business plan revisions implemented as necessary. • Infrastructure is in place to allow staff to work remotely and for charitable activities to be delivered digitally where possible. Mental Health first aider in place.

Review of Activities and Achievements

Introduction

2023 was the second year of our three-year strategy that focuses on:

- o **Challenge the consequences of inequality.** Addressing the consequences of poverty and inequality.
- o **Champion leaders to become more impactful.** Developing and strengthening our leadership programmes.
- o **Connect through networks, partnerships and collaboration.** To promote stronger collaboration and partnerships, across RankNet and beyond.
- o **Christian Faith.** Convening conversations around the values, traditions, and practices of the Christian faith.

In total during 2023 we distributed over £11m which includes commitments from prior years. The £11m comprises of £8.3m from Rank funds and £2.7m received from other funders. Our work is across the UK, broadly covered in the following grants programmes:

Community - £4.0m

17 Major New Grants (£1.3m), Cost of Living Grants (£1.4m), Place-based Programmes (£919k), RankNet activities (£73k), Pebbles (£308k)

Leadership - £4.3m

Including Time to Shine (£1.4m), Rank Aspire Programme (£377k), Start Here (£2.2m) and School Leadership Programme (£288k)

Enterprise - £1.2m

Including Profit for Good (£293k), Education Recovery Fund (£117k) and Repayable Grants (£815k)

Faith - £1.3m

CTVC (£1.3m)

Our response to the cost-of-living crisis.

As a result of the social sector experiencing significantly increased pressures during 2022, in January 2023, we surveyed the Rank Network to understand the impact of the cost-of-living crisis on their work. More than 360 people told us about their experience of the cost-of-living crisis, which combines:

- **Increased demand.** 57% of members told us that demand had increased 'more than ever before' or 'a large amount' in January 2023, rising from 52% in October 2022.
- **Increased costs.** 24% of members told us running costs had increased 'more than ever' in January 2023.
- **A more challenging fundraising environment.** 70% of respondents told us fundraising has become more challenging in January 2023.

Review of Activities and Achievements (continued)

In response, we designed two grant programmes and awarded funds to 130 Network members totalling almost £1.5m using a mutual trust-based model of grant-making. The grants programmes were designed in consultation with the Network and included:

smaller grants for lower cost, necessary purchases such as volunteer expenses, fuel, food and equipment; and

larger contributions to those experiencing steep increases in utility bills, pressure on salaries, and replacing other funding to enable vital services to continue.

The trust-based approach – whereby Rank Network members only applied for funding that was critical to the continuation of services – meant the success rate was high, with a relatively quick turnaround in grants payments.

While the not-for-profit landscape remains challenging, recipients told us the grants provided "a sense of security" and helped to "cover shortfalls" in funding from other sources.

We continue to monitor the ongoing challenge many are facing, with a focus on:

- Rising costs coupled with increased demand.
- Competition for funding among charities.
- Reduced or scarcity of funding from statutory sources.
- Covering core costs.
- Staff retention and sickness.

Due to the increasingly challenging investment environment, the Board decided to decrease our spend by £2.5m over the remaining two years of our strategy.

We continued to upgrade the Salesforce database, and our ability to make better use of this in future, and launched a new mobile RankNet platform that connects over 1,000 Network members. Both will help us harness the knowledge, passion and experience of our unique member-led Network.

Meanwhile Garden Walk has become a central pillar of our giving: filling around 41% of our desk spaces creating a vibrant working space for the social sector, and providing a home - not just for us, but for our flourishing Network.

Review of Activities and Achievements (continued)

Rebranding

In early 2023 we embarked on a rebrand project that aimed to capture 70 years of Foundation heritage, the spirit of the Network, and Rank's purpose and priorities.

We established a steering group that included the voices and views of the trustees, staff team and representatives from the Network. Communications consultants and designers guided us through the process to create a refreshed brand. Our new brand focuses on the power of the Network, and our role as both convenor and collaborator.

The new brand was launched at the annual conference, in October 2023 – and we will continue to build on sharing our purpose through the pillars of community, leadership, enterprise and faith.

Community

The Rank Foundation's broad, diverse and vibrant community encompasses the entrepreneurialism and leadership of our founder, Lord Rank. Our relational approach to philanthropy helps us understand the needs of the community and how best to support a thriving social sector.

The Foundation unites this community in two ways:

- in person: through Networking events, residential programmes, leadership talks and training events
- online: through its digital platform, RankNet

Where resources permit, we unite funding, social capital, knowledge and Networks in one place.

Here's how our community projects performed during 2023.

Garden Walk

The creation of the coworking space in Garden Walk, Shoreditch, has enabled us to welcome social sector organisations to share space, knowledge and support in a safe and vibrant environment. Garden Walk is part of our strategy to transform the Rank network from good to great.

During spring 2023, we worked with external legal and health and safety consultants to create compliant coworking space policies and terms and conditions. We introduced a new booking system and created pricing and membership packages with the social sector in mind.

We welcomed our first tenants in summer 2023. In the autumn, we were joined by four more charities.

We provided meeting space throughout the year to both the Rank Prize Fund and social sector members as part of our giving, collaborative work and programme delivery.

In January 2024, we welcomed an additional two charities.

Garden Walk is going from strength to strength and new collaborative partnerships are being formed among the charities who work there.

Review of Activities and Achievements (continued)

Our goals for Garden Walk

In February 2024, we reached our occupancy target of 65%. We aim to exceed this target for 2024, and have offers planned to attract new tenants – particular on Mondays and Fridays, which tend to be quiet due to hybrid working.

Positive feedback from a recent user survey highlighted the need for more meeting room space/phone booths and events on site. We've developed a programme of events to address this, and will also create more meeting space during 2024.

RankNet Digital Hub

In 2022 the Board of Trustees approved a bold new strategy for RankNet with a clear mission: to transform RankNet from good to great. The members' digital hub was created in 2006 with modest resources and a hunch it could act as a catalyst for connection and collaboration.

The digital hub was completely rebuilt during 2023 by platform developers, Hivebrite. A freelance digital consultant supported the technical aspects of the build, and we worked with members of the RankNet community around design, features and accessibility.

The new RankNet digital hub app was launched in June 2023. We anticipated a resulting drop in users of around 40% as members were required to reactivate their membership on the new digital hub. We dropped just 20%, and around 950 members reactivated. We also welcomed new members from the Northern Ireland Start Here programme, meaning memberships are now level with 2022 figures. Encouragingly, the rate of reactivation demonstrates a much higher level of engagement than expected.

Usage data	App downloads	Most popular pages
Membership 1,098	iOS: 233	Home: 15,000 views
Average monthly users: 489 (November to January)	Android: 93	Connect: 808
Average monthly visits: 5,000 (November to January)	Total: 326	Profile: 783
		Search: 734
		Groups: 699

Review of Activities and Achievements (continued)

What people are saying

- *"A place to celebrate and reflect on learning which generates further discussion and can lead to sharing good practice and further learning."*
- *"Connection across the third sector. Through RankNet I was able to connect with another charity in Northern Ireland and through the bursary was able to arrange a visit to learn and share practice."*
- *"The app makes it easy to keep track of what's happening and being said by members."*
- *"It's easy to access, I can find the information I need, and I can easily follow up on things that interest me. The new app is good for being able to access info and keep up to date."*
- *"It's a community for the community."*

Our goals for RankNet digital hub

We will continue to build engagement during 2024 through the development of a theory of change and RankNet engagement strategy. We will add a mentoring section to the app, enabling experienced leaders to volunteer their time mentoring emerging sector leaders. RankNet members will be key to the success of the innovation.

RankNet Leaders Action Group (RLAG)

The Foundation is supported by RLAG – a planning group consisting of 16 to 20 Rank Network social sector leaders, Rank staff, executives and trustees. Elected members represent Rank's wide geographical and thematic focus.

The group meets quarterly to share knowledge, build connections and exercise leadership through active participation. Members are on a three-year rotation, and we advertised for new representatives in 2023. We received 27 applications for five places, which demonstrated a good level of interest and engagement from the Network.

The group met four times in 2023 and played an important part in the planning and delivery of both our annual conference and development of the RankNet digital hub. The group also attended a meeting hosted at the Welsh Senedd, which gave members a chance to attend First Minister's Questions. The RankNet Leaders Action Group continues to be a source of support, expertise, challenge and inspiration to the Rank executives.

Rank Fellowship

2023 saw several changes in the Fellowship including the appointment of a new Chair. The former Chair stood down after seven years in post and was central to many initiatives, including:

- 2018's 15th anniversary celebrations
- the development of events such as Learning Through Leadership, Fellowship Futures and Welcome to the Fellowship
- the instigation of class reunions on Zoom
- the development of regular newsletters
- re-structuring the Fellows Leadership Team

Review of Activities and Achievements (continued)

Several of these initiatives continued during 2023. One of the Foundation Trustee and member of the Fellows Leadership Team – gave an excellent presentation on leadership in the police force, while several online class reunions enabled Fellows from the first decade of the 21st century to re-establish their links with the Foundation.

In December, with a new Chair, the new Fellows leadership team began its focus on **inspiration, community and support**. The launch of a new pilot mentoring scheme was a significant innovation in the latter category. This popular scheme formalises the support that's previously been offered to Fellows on an ad hoc basis – and initial feedback from both mentors and mentees has been positive.

The Rank Foundation annual conference

The 2023 Rank Foundation annual conference took place at the Queens Hotel in Leeds, with a focus on **The Power of the Collective**.

The conference – which was largely delivered by Network members – brought to life passions, interests and concerns relating to poverty, lived experience, imposter syndrome, leadership, enterprise and place.

We heard from inspirational keynote speakers who spoke passionately about the need for collective effort to combat poverty.

2023's conference attracted 290 in-person delegates and 65 online attendees – 99% of which rated the event as 'good' to 'excellent'. All aspects of the conference scored highly – including the seminars, speakers and Networking opportunities.

Our goals for the Rank Foundation annual conference

A seminar focused on faith was requested for 2024, along with more time to enjoy the Networking and market space.

What people are saying

- *"A fantastic, inspiring, purposeful conference set in a lovely venue. I returned home full of enthusiasm and inspiration to continue trying to make a positive difference in my community. Perfect!"*
- *"One of the best conferences I've attended. Very interesting and inspiring how Rank Foundation is proactive and gets fully involved in communities, rather than just reactively 'writing cheques'."*

Review of Activities and Achievements (continued)

Training and events

In addition to the conference, we organised eight learning events for Rank Network members in 2023. Themes and topics suggested by Network members included:

- Creating fast and free video content (25 places)
- Writing successful funding bids (22 places)
- Building a career on strengths (25 places)
- Improving your job prospects (25 places)
- Developing an online media strategy (50 places)
- Developing more self-awareness (25 places)
- Marketing in the charity sector (30 places)
- Tamarack Institute: Turf, trust and collaboration (40 places)

Building on the suicide prevention training delivered in 2022 – and in response to requests for more training on mental health and wellbeing – we offered an in-person Mental Health First Aid (MHFA) course for Network members.

What people are saying

"A really thought-provoking session. I'll be putting learnings into practice immediately."
Turf, Trust and Collaboration

"This session was incredibly helpful. I will be putting the methods learnt into action and spending more time thinking about my prep and practising scenarios."
Improving your Job Prospects

"Thank you for this session – it has given me a lot to think about. Really informative and helpful when planning content."
Developing an Online Media Strategy

Our goals for training and events

More in-person events are planned for 2024, with MHFA and suicide prevention as central themes.

Pushing Boundaries

In 2023 we opened applications for **Pushing Boundaries** – a new leadership programme designed for emerging leaders working in social sector organisations, who want to build their skills, confidence and leadership acumen.

Rank Foundation agreed to fund both the pilot programme and background support, with Network members taking the lead on design and delivery. We shortlisted 10 Rank Network members from 33 applications, and the programme launched in January 2024.

Review of Activities and Achievements (continued)

Bursary support for RankNet members

RankNet members can apply for up to £1k of bursary funding to support their professional development. In 2023 we approved 77 out of 89 grant applications with an average request of £471. Applications related to skills-based training ranging from leadership development and counselling to coaching, fundraising and finance skills.

Plymouth place-based programme

Now in the fifth year of funding, our Plymouth place-based programme continues to go from strength to strength. With a focus on combating loneliness and social isolation, the Plymouth Network includes around 50 organisations, and provides the foundation for the participatory grant making (PGM) programme.

The first 13 two-year projects launched in March 2022. Recognising the programme's significant contribution to keeping beneficiaries healthy, Livewell Southwest – the City's integrated health and social care provider – added £500k to Rank's £1m investment. This additional funding enabled the creation of another 13 two-year projects, which have driven 400,000+ individual attendances at activities.

What people are saying

"Volunteering for PDREC has had a huge, positive, impact on my mental health and wellbeing. Instead of feeling lost, I now feel motivated to learn new skills and knowledge"

"It has helped me come to terms with not having a wife; not staying in, and meeting people who have been in the same situation. It really has helped me a lot. It has been amazing as it has helped me help other people."

Repayable grants programme

The well-established repayable grants programme continues to support local social enterprises and community businesses in Plymouth, giving them the confidence to seek and repay investment as part of building sustainable futures in changing and challenging times.

As well as supporting individual recipients, the scheme has established a revolving fund aimed at ensuring an ongoing legacy for Rank's investment beyond 2025. So far, around £380k has been granted to five organisations, from an initial funding pot of £220k.

What people are saying

"The repayable grant was incredibly important in leveraging other investment for the project."
(Trevi)

"The trust we've been shown is very important. This repayable grant encourages us to keep developing our social enterprise model."

(Pollenize CIC)

Review of Activities and Achievements (continued)

Leadership

The second of Rank's four pillars – and central to our strategy – is **leadership**. Our approach includes identifying leaders in community and voluntary organisations and supporting them through core and project funding, as well as creating and delivering leadership programmes, funded by Rank and other partners.

In 2023 we delivered four leadership programmes:

1. Start Here (Northern Ireland)
2. Time to Shine
3. Rank Aspire Programme (RAP)
4. School Leadership Programme

Start Here (Northern Ireland)

The Start Here programme moved into its second year in March 2023 and is already having a positive impact. The three-year leadership and skills programme is funded by the Department for Communities NI and delivered by the Rank team for the VCSE and sports sectors.

In 2022, we recruited a programme manager and trained freelance facilitators to support the delivery of the programme across Northern Ireland. The programme is now investing in over 100 new jobs to support capacity building within the sector.

In 2023, we delivered six in-person programmes for post-holders during May and October. Each was attended by around 25 post-holders, and covered issues such as speaking with confidence, leadership styles, growth mindset and Networking. Attendees also had the chance to attend six action learning set sessions throughout the year, where they met with a smaller cohort of post-holders to explore leadership and learning opportunities.

We formally welcomed all Start Here managers to the Rank Network through manager Networking sessions and field executive project visits and commissioned an evaluation partner – Rose Regeneration – that will build an evidence base around the programme's short, medium and long-term impact. Finally, we were delighted to welcome 19 members of the Start Here programme to our 2023 annual conference in Leeds.

What people are saying

"Having previously spent time in custody, I was amazed at the opportunity given to me to work for my organisation with thanks to The Rank Foundation. I love my job so much and feel really grateful for this opportunity!"

"I really enjoyed connecting with others and came away with some good friendships. It has enabled me to re-train – something not possible after Covid due to finances and lack of opportunities. I wouldn't be where I am today without the support and opportunity, I received through the Start Here programme. The workshops, action learning sets and residential helped me grow in confidence, gave opportunities to Network with others and develop my skillsets."

"I really enjoyed my journey with the Start Here programme, especially as I recently moved to Belfast. The programme helped me set roots within a new city, as well as giving me with the chance to Network with the third sector across Northern Ireland. It helped my confidence and enhanced my knowledge and understanding of the communities, which is crucial in a divided city. Start Here gave me a direction and a strong foundation from which to fly."

Review of Activities and Achievements (continued)

Time to Shine leadership programme

Time to Shine (T2S) is a flagship leadership programme with two aims:

- Building expertise and capacity within the social sector
- Attracting and retaining talent – particularly those who are underemployed.

The programme funds purposeful full-time roles within the sector (paid at real living wage) and invests in leadership development.

Time to Shine works with charities and social enterprises to identify a clear organisational need. The charity can then apply for a grant to employ a full-time Time to Shine leader for 12 months. The T2S leader also participates in a leadership programme delivered by the Rank Foundation that connects them with Time to Shine peers across the UK. The T2S leadership programme includes conferences, action learning sets and learning and development opportunities, with a strong focus on personal development and building organisational capacity and capability.

In 2023, we welcomed 56 leaders and organisations onto the programme. While data from our 2023 participants will take time to collate and review, we already know that 71% have secured – or are looking to secure – employment within the social sector. Of these, 43% retained employment at their host organisation.

What people are saying

"This journey has been a confidence booster, amplifying my skills significantly. As a result, I've proudly secured a permanent position at my organisation. This experience has not only honed my expertise but also provided a solid foundation for my ongoing professional journey with a new and exciting opportunity."

"Finding employment as an autistic person is notoriously challenging. I was incredibly grateful to be offered this unique opportunity with T2S. It helped catapult me into purposeful and meaningful employment, where I gained amazing experience, independence and a sense of personal responsibility."

Rank Aspire programme

The Rank Aspire programme (RAP) increases young people's social mobility by supporting access to training and employment opportunities in the social sector and beyond – with a long-term aim of increasing the potential for future employment and success.

The programme offers young leaders – aged 18 to 25 – a 12-month, living wage work placement on a Rank Foundation project, plus a training bursary of £1,200. The Rank team meets with the leaders three times a year on residential-based programmes.

Review of Activities and Achievements (continued)

Rank partner organisations are key to the success of the RAP programme's ambitions. By creating the conditions for growth through perceived setbacks, knocks and systemic failures, the host organisations and managers are equally invested in the young person's progression. Many of the young people who've taken part in RAP have gone on to paid work opportunities or full-time education.

Wage progression is one of the toughest barriers for young people to overcome. True social mobility requires longer-term solutions. This is not an internship, providing focused work experience for those with qualifications and clear ambitions. This is a chance for disadvantaged young people to begin to level the playing field. However much we invest in them, they will need to pedal hard to compete with those with the privilege of education, family support, health and permanence.

In 2023 we welcomed 15 new RAP leaders to the programme across the UK. Five of these are based in Scotland and are co-funded by Catalyst for Impact – a partnership that enables us to pilot a second year of funding at 50% if the host organisation can provide match funding.

Three Dundee-based leaders completed the programme in 2023 – two of whom were retained by their organisations as part of the second-year pilot, while the third continues to be supported through his participation on a full-time college course.

We will evaluate the impact of two years of RAP funding in 2024/25 to give us a benchmark from which we can explore future opportunities.

What people are saying

"Through being involved with Rank I've taken more of a leadership role within my youth centre. I've facilitated my own groups such as young men's mental health, leadership, cross community and more. I've also become a leader on the Romania project where I was involved in facilitating weekly group sessions on subjects such as disability awareness, homeless awareness, personal development and leadership."

(RAP leader)

"The programme is a fantastic opportunity. The residentials and events are a great way to meet other young leaders and to grow your confidence to travel to new places independently. You learn so much from being embedded in an organisation for a whole year with a guaranteed salary."

"The programme provides huge growth for participants. The support offered by the Rank team – especially on the residentials – helps RAP leaders grow in confidence as well as skills. The potential we saw in our young leader before this programme has been uncapped and we're excited to retain her post into the new year."

(RAP Manager)

Review of Activities and Achievements (continued)

School Leadership Programme

During 2023, the School Leadership Award programme supported 67 sixth formers from independent, state maintained, academy and free schools across the UK.

September 2023 saw 24 new students (the class of 2023) replace the smaller class of 2021 (18 students).

Of the 60 schools now taking part in School Leadership Programme, 36% are from outside the independent sector (including almost half of the 13 schools that joined the scheme this year) addressing an historical imbalance from the era of supporting independent schools only.

Our students from the independent sector are all recipients of means-tested bursary funding (the majority at a high level) while most of their state school peers are eligible for free school meals or pupil premium funding. We continue to value the rich diversity of schools within the scheme, which allows fruitful collaboration across the sectors.

2023 saw the implementation of several planned innovations and changes.

Community Action Placements (CAP)

Community Action Placements enable award holders working with Foundation charities and groups to find placements for students each year, rather than expecting them to find their own placements in year 13.

Norwich

One of two new placements, Norwich-based, provided an excellent opportunity for four members of the group who were interested in medical studies – at least one of whom credits the time at the placement as playing a major part in her subsequent successful UCAS application.

Review of Activities and Achievements (continued)

Dundee Place-Based Programme

The second placement, Dundee place-based programme supported five members of the class of 2021 who had expressed an interest in studying medicine. They spent a week in student accommodation at Abertay University, while working with charities that are part of Rank's place-based work in the city.

The week gave participants the chance to develop their leadership skills – as well as giving them an insight into life at university before they moved into higher education.

The team also found non-residential placements for students for whom a residential stay was impossible. For example, the placement with the Gloucestershire Community Rail Group, which saw another potential medical student working on a project based on social prescribing around rail travel.

Rank Foundation leadership event

In September 2023, we replaced our one-day leadership event with a two-day meeting – providing a greater opportunity to focus on our leadership and more time for students to get to know one another.

The leadership event, held in London was opened by one of the Rank trustees, who talked about his part in establishing his charity. The talk proved to be the perfect inspiration for the event's theme: creating a social enterprise.

Students then worked in small groups to design a social enterprise of their own, exploring the challenges they might face and how best to overcome them.

A session on presentation skills helped with preparation for the final task, in which students delivered their proposals to a panel of judges in a *Dragons' Den* format. We also had time to squeeze in a session on the moral choices of leadership.

What people are saying

Students appreciated the event, as summed up by this feedback:

"It was great as it allowed us to properly explore the activity while bonding with others."

Further work on leadership took place in our half-termly online meetings, which provide space for our varied cohort to share their ideas and experiences.

The class of 2023 are themselves innovators: they're the first group to benefit from the change that sees our financial support take the form of a maintenance grant to support their studies, rather than a contribution to school or university fees.

We will hold meetings with award holders and their parents during summer term 2024 to explain the nature of the grant and how it might be spent.

What people are saying

Early response from students has been very positive:

"This will help me so much at university."

"A great pressure has been lifted. I couldn't appreciate it enough. My mum will sure be pleased as well."

Review of Activities and Achievements (continued)

Enterprise

Enterprise is the third driver of opportunity for the Rank Network. We identify enterprising projects and support them through our major grants programme. We also create and deliver enterprise programmes such as **Profit for Good** and the **Education Recovery Fund**.

Profit for Good

Profit for Good launched in June 2019 with the aim of increasing enterprise within the social sector. The programme exists to support established charities and social purpose projects that rely on grant funding to make a difference.

Each participating project has access to a three-year grant (a mix of pure grant and matched trading in years two and three, designed to incentivise earned income and to a maximum of £22.5K), a place on a digital accelerator programme delivered by the Social Enterprise Academy and a place on a Rank Action Learning Set.

We received almost 50 applications in 2023 for 10 funded places. The programme launched in February, with an in-person event delivered over two days. The cohort covers a wide geographical area, including the Scottish Highlands and islands, Northern Ireland and Wales.

Cohort feedback led us to create a digital session designed to connect the 2022 and 2023 cohorts, which led to a regular community of practice being established. The Facilitator met with the community four times during 2023, providing a space for cohort members to reflect on their journey and to share insights and ideas.

The 2022 cohort delivered a popular learning and impact seminar at the 2023 annual conference.

What people are saying

"The impact of the Profit for Good funding can be measured through both our financial growth and increased educational reach (534 young people) – both allowing us to work towards our aims of eradicating period poverty and removing stigma and judgement when exploring periods, our bodies and sexual health."

"During the pandemic we revisited and planned a new approach. With the help of the Rank Foundation and the Social Enterprise Academy training programme we've been able to fully realise our strategic vision and undertake a complete remodel of the service provided to beneficiaries establishing a viable social enterprise model."

Review of Activities and Achievements (continued)

Educational Recovery Fund

The Educational Recovery Fund continued to support projects designed to address educational inequality during 2023.

For the next three consecutive years, one of our grants made will support the delivery of summer science research placements for ten year 12 students from disadvantaged backgrounds.

A similar time frame applies to our second grant support which will allow six UK schools to develop the 'cradle to career' model of wrap-around educational provision – from birth to 18 and beyond.

Finally, a third grant was made in support of its Broadening Educational Pathways programme, which supports care-experienced children by placing them into independent day and boarding schools.

Our grant will support eight students (four in two consecutive years) throughout secondary school. Evidence clearly shows educational outcomes for care-experienced children are much worse than those of their peers, and we are delighted to be supporting a programme designed to address this.

Faith

The fourth of Rank's strategic aims is faith.

Rank's founder was a committed Methodist and today we aim to convene conversations about faith in all its forms. Across TV, Audio and Digital, Rank's subsidiary CTVC promotes the principles, history, education, and practice of the Christian faith from a perspective of all faiths and none.

In a media landscape where there is a decline in public broadcaster investment in religion, CTVC's output and audience is increasing across multiple platforms. In 2023, they were able to keep faith and its impact visible to literally millions of people in the UK and beyond.

CTVC 2023 faith output in numbers

41 Christian themed programmes LIVE in 2023

48 World Faiths, Moral and Ethical themed programmes LIVE in 2023

99 further Christian, World Faiths, Moral and Ethical programmes in production

Below are some examples of how CTVC used faith stories to educate, challenge and inspire in 2023:

Encouraging conversations about religion

Much of CTVC's output encourages multi-faith conversation – more important than ever against the backdrop of 2023's international unrest. In April, season five of Pilgrimage premiered on BBC, and once again celebrated inter-faith stories. In the first seven days, Pilgrimage: The Road Through Portugal gained audience figures of 3.7million in the UK and was praised by the Daily Telegraph:

"Between them, the group...represent an impressive range of ages, abilities, ethnicities and faith groups. Initially, they seem a not-especially philosophical bunch but, as Abdurashid points out, that's the whole point of pilgrimage, to give themselves the time and space to encourage reflection." (Daily Telegraph)

Review of Activities and Achievements (continued)

Songs of Praise

In 2023, CTVC won the contract to deliver Songs of Praise, the BBC's flagship, weekly Christian programme. Producing 52 episodes a year, the series visits Christian communities and churches of all sizes across the UK and shares remarkable faith stories that would otherwise go unheard.

CTVC broadcast their first episode in September, and over the first 4-months of programming, average weekly audience figures were between 0.8 and 1.3million. Feedback for the episodes proved the programme is providing huge comfort to the many watching from their homes, as expressed by audience members on Points of View:

'In these difficult times with everyone struggling day to day, and with the conflicts around the world, Songs of Praise is such an incredibly uplifting programme.' (Ingrid, viewer, Milton Keynes)

'On the news during this time, it has been so full of suffering, death and grief. Songs of Praise has gently reminded us that there is still beauty and love. Thank you so much for bringing joy and peace into our lives.' (Daphne, viewer, Huntingdonshire)

Looking Forward

As we approach the mid-point of our current strategy, we look to build on the progress we made during 2023 – particularly around the Network and the desire to build long-term meaningful partnerships.

Our support of **Place Matters** – a scheme designed to deliver systems change in places across the UK – has already united a strong Network of funders and providers intent on delivering strategic change: this will be achieved as part of a focused, collaborative effort. This remains a work in progress.

We've also brought together potential funders for a new place-based programme in Sunderland, connected to wider, regional opportunities aimed at building on the 'bow wave' of significant economic investments – not least the intent to build the largest media and film making studio facilities outside of Hollywood.

We're looking to work collaboratively with at least six major funders, with the aim of using Rank's knowledge and expertise as the 'force multiplier', leveraging long-term support to alleviate poverty and create opportunity.

Elsewhere, we have been successful forging local collaborations, from the Rhondda Valley in South Wales to Blackpool and the Fylde Coast. Led by one of Rank Associate's, we have recently secured £400K to work the long-term unemployed in Blackpool, connecting five organisations, working collaboratively to address one of many deep-seated social issues in the town. We will share this experience across the network, as we look to improve our capacity to 'learn' and spread the knowledge of our successes (and failures) more effectively both with our partners and network members.

Review of Activities and Achievements (continued)

Despite the challenge of managing reducing budgets at a time of significant and growing social need (and where the resilience of our Network members is tested more than ever) we recognise the role of both enterprise and leadership as the drivers that will help us deliver meaningful change.

We will continue to use these pillars to shape creative and innovative ways to deliver our mission. Doing so will test both the executive and the board, as we sound the rallying cry to those who will help us build stronger, co-invested collaborations. Our recent work on brand and communications prepared us well for this task.

Finally, we now have a home that's better suited to a 'relational foundation' that practises what it preaches, and which recognises that the added value we bring to the table is more than money alone. Garden Walk has become the vibrant, social working space we all envisaged, befitting Rank's reputation as an outstanding funder, convener and connector of people and programmes across the UK.

THE RANK FOUNDATION LIMITED

Report of the Trustees for the year ended 31 December 2023

Financial Review

Review of finances

The Foundation is primarily funded from the return on our investments. Our total funds at the year-end amounted to £275.1m (2022 - £268.4m) of which £269.6m (2022 - £263.6m) is held as publicly traded investments and cash to fund our current and future grant spending. These investment funds show a net increase of 2.3% (2022 decrease of -12.9%). This is in line with market movements. We disinvest during the year to fund operations.

During the year grants amounting to £9.3m (2022 - £15.8m) were payable by the Foundation. The prior year included £10.0m from the Department for Communities Northern Ireland to fund the Start Here Programme. The Foundation have also continued providing for all grants in the year in which a commitment is made to the recipient to meet the requirements of the Charities SORP FRS 102. In deciding upon the appropriate level of grant expenditure, the Trustees consider the income receivable and commitments payable in each year.

Reserves

The policy of the Foundation is to maintain the value of the reserves over the long term at a level to provide an investment return to support a consistent level of grant expenditure both for current beneficiaries and those we wish to help in the future.

At 31 December 2023 the Unrestricted Reserves of the Group were £270.2m (2022 - £263.5m) which the Trustees have considered to be sufficient in the medium to long term to provide the returns to enable the current level of mission fulfilment to continue.

The Restricted funds of £5.0m held by the Foundation include £4.2m relating to contributions to be paid to the defined benefit pension scheme. These are due to be paid to CTVC under the Schedule of Contributions to eliminate the deficit over the next 10 years.

Restricted funds also include £1.1m being the total funds of the subsidiary charity, CTVC.

The Directors of CTVC set their own reserves policy to achieve a balanced budget in the long term and to retain sufficient reserves to meet working capital requirements.

The subsidiary's activities and results for the year are set out in its own Report and Financial Statements and the summary results for the year with comparatives are also set out in note 22.

Financial Review (continued)

Investment Policy

Since 2010 the Trustees have adopted a total return basis for managing the Foundation's investments. An absolute return benchmark has been adopted that aims: first to protect the real value of the Foundation's assets from inflation; then to produce an additional amount for the Foundation's costs and grant-giving; and finally, to produce a surplus, which could either be added to reserves or used to increase the amount available for charitable purposes.

To fulfil this policy, the Trustees have adopted a long-term target of a CPI inflation adjusted return of +2.5% which the Trustees believe will enable a consistent level of expenditure whilst conserving the investment base. This policy was last reviewed by the Trustees in late 2022 and will continue to be monitored against actual returns and levels of expenditure. The Investment Committee continues to monitor the individual performance of the funds held and to manage the holdings.

Small Company Rules

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these Financial Statements. The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the Foundation to continue as a going concern for at least the next twelve months.

The Trustees have made this assessment after reviewing the Foundation's forecasts and projections, which are regularly reviewed. The Foundation has sufficient liquid funds, held in readily marketable investments, to cover both its existing grant creditors, the guarantee in place for the CTVC defined benefit pension fund deficit and the annual operating costs of the Foundation. The Trustees consider the investments to be liquid with daily dealing available on all the investments held at year end.

The Foundation Trustees and the Board of its wholly owned subsidiary CTVC are satisfied that the Foundation and CTVC are going concerns.

THE RANK FOUNDATION LIMITED

Report of the Trustees for the year ended 31 December 2023

Statement of Trustees Responsibilities

The Trustees (who are also directors of the Foundation for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for that period.

In preparing these financial statements the Trustees are required to:

- select suitable accounting principles and applied them consistently;
- make judgments 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 financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the Foundation's assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to our auditors

In determining how amounts are presented within items in the statement of financial activities and balance sheet, the Trustees have had regard to the substance of the reported transactions or arrangement, in accordance with generally accepted accounting principles or practice.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the company's auditors are unaware, and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Date:

4th Feb 2024

By Order of the Trustees
JR Newton, Chair

Independent Auditor's Report

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 December 2023 and of the Group's 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 Companies Act 2006.

We have audited the financial statements of The Rank Foundation Limited ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 December 2023 which comprise the consolidated statement of financial activities including a consolidated income and expenditure, the consolidated balance sheet, company balance sheet, the consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements 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 Group and the Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements 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.

Independent Auditor's Report (continued)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees and Financial Statements, other than the financial statements and our auditor's report thereon. The other information comprises: the Report of the Trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report, which are included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion;

- adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Independent Auditor's Report (continued)

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charitable Company'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 Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 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 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud

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:

Based on our understanding of the Charity and the industry in which it operates, we identified that the principal laws and regulations that directly affect the financial statements to be relevant Charities Acts in the UK. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: employment law, data protection and health and safety legislation. In order to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, we made enquiries of management and those charged with Governance about whether the entity is in compliance with such laws and regulations and we inspected any relevant regulatory and legal correspondence. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Independent Auditor's Report (continued)

Audit procedures performed by the engagement team included:

- Discussions with management and group audit committee, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reading minutes of meeting of those charged with governance, and reviewing correspondence with HMRC and the charity regulator;
- Challenging assumptions made by management in their significant accounting estimates in relation to the estimation of costs to complete for revenue contracts and assumptions used in the calculation of the defined benefit pension liability; and
- In addressing the risk of fraud through management override of controls; testing the appropriateness of journal entries and other adjustments, in particular any journals posted by senior management or with unusual accounts combinations.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

<https://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 Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members 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 Charitable Company and the Charitable Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

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Fiona Condron (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
London, UK
Date 10 June 2024

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

THE RANK FOUNDATION LIMITED

Consolidated Statement of Financial Activities including Consolidated Income and Expenditure Account
for the year ended 31 December 2023

	Notes	2023			2022		
		Restricted Fund	Unrestricted Fund	Total Funds	Restricted Fund	Unrestricted Fund	Total Funds
		£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Income from:							
Grants	1	947	-	947	9,077	-	9,077
Charitable activities		3,073	-	3,073	1,102	-	1,102
Other trading activities		1,996	-	1,996	1,510	-	1,510
Investments		-	4,282	4,282	-	3,024	3,024
Other income		34	318	352	-	166	166
TOTAL INCOME		6,050	4,600	10,650	11,689	3,190	14,879
Expenditure on:	2						
Raising funds		1,951	237	2,188	1,368	248	1,616
Charitable activities		5,300	7,869	13,169	11,903	7,819	19,722
TOTAL EXPENDITURE		7,251	8,106	15,357	13,271	8,067	21,338
Net gains / (loss) on investments	10	-	11,511	11,511	-	(31,937)	(31,937)
Net income/ (expenditure)		(1,201)	8,005	6,804	(1,582)	(36,814)	(38,396)
Transfers between funds	16	1,323	(1,323)	-	1,439	(1,439)	-
Other gains							
Actuarial gains / (loss) on defined benefit pension scheme	21	(104)	-	(104)	3,972	-	3,972
Net movement in funds		18	6,682	6,700	3,829	(38,253)	(34,424)
Reconciliation of funds	16						
Total funds brought forward		4,980	263,468	268,448	1,151	301,721	302,872
Total funds carried forward		4,998	270,150	275,148	4,980	263,468	268,448

All income and expenditure derives from continuing activities. The Consolidated Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 38 to 55 form part of the financial statements.

THE RANK FOUNDATION LIMITED

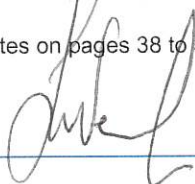
Consolidated Balance Sheet at 31 December 2023

	Notes	Year ended 2023		Year ended 2022	
		£' 000	£' 000	£' 000	£' 000
Fixed assets					
Tangible assets	9		7,163		7,135
Investments	10		270,585		264,544
Total fixed assets			<u>277,748</u>		<u>271,679</u>
Current assets					
Debtors	12	523		337	
Short term deposits		4,794		5,600	
Cash at bank and in hand		5,582		4,444	
Total current assets			<u>10,899</u>		<u>10,381</u>
Current liabilities					
Creditors: Amounts falling due within one year	13	(12,305)		(9,428)	
Net current (liabilities) / assets			<u>(1,406)</u>		<u>953</u>
Total assets less current liabilities			276,342		272,632
Creditors: Amounts payable after more than one year	14		(828)		(3,488)
Net assets excluding pension liability			<u>275,514</u>		<u>269,144</u>
Defined benefit pension scheme liability	21		(366)		(696)
Net assets including pension liability			<u>275,148</u>		<u>268,448</u>
The funds of the Group	16				
Unrestricted funds					
Unrestricted funds			268,818		262,136
Designated funds - CTVC Grants			1,332		1,332
			<u>270,150</u>		<u>263,468</u>
Restricted			5,364		5,676
Funds excluding pension reserve			<u>275,514</u>		<u>269,144</u>
Defined benefit pension scheme reserve -restricted	16, 21		(366)		(696)
Total funds			<u>275,148</u>		<u>268,448</u>

These accounts have been prepared in accordance with the special provisions of Part 16 of the Companies Act 2006 relating to small companies.

The financial statements were approved and authorised for issue by the Board of Trustees on 4 June 2024 and signed on its behalf by:

The notes on pages 38 to 55 form part of the financial statements.



J.R. Newton

THE RANK FOUNDATION LIMITED

Company Balance Sheet
at 31 December 2023

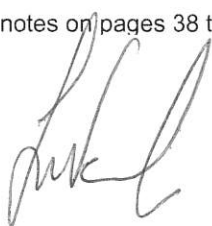
Company number : 516434

	Notes	Year ended 2023		Year ended 2022	
		£' 000	£' 000	£' 000	£' 000
Fixed assets					
Tangible assets	9		7,138		7,124
Investments	10		270,585		264,544
Total fixed assets			<u>277,723</u>		<u>271,668</u>
Current assets					
Debtors	12	228		211	
Short term deposits		4,794		5,600	
Cash at bank and in hand		<u>1,500</u>		<u>3,044</u>	
Total current assets		6,522		8,855	
Current liabilities					
Creditors: Amounts falling due within one year	13	<u>(10,715)</u>		<u>(10,673)</u>	
Net current liabilities			<u>(4,193)</u>		<u>(1,818)</u>
Total assets less current liabilities			273,530		269,850
Creditors: Amounts payable after more than one year	14		(4,598)		(7,715)
Net assets			<u>268,932</u>		<u>262,135</u>
The funds of the charity	16				
Restricted funds			-		-
Unrestricted funds					
Unrestricted funds			269,298		262,831
Designated funds	16, 21		(366)		(696)
Total unrestricted funds			<u>268,932</u>		<u>262,135</u>
Total funds			<u>268,932</u>		<u>262,135</u>

The Foundation has elected to take the exemption under section 408 of the Companies Act 2006 not to present the Foundation Statement of Financial Activities (including the income and expenditure account). The net income of the Foundation for the year was £6,700 (2022 - net loss of £38,797k).

The financial statements were approved and authorised for issue by the Board of Trustees on 4 June 2024 and signed on its behalf by:

The notes on pages 38 to 55 form part of the financial statements.



J.R. Newton

THE RANK FOUNDATION LIMITED

Consolidated Statement of Cash Flows at 31 December 2023

	Notes	2023 £' 000	2022 £' 000
Cash flow from operating activities	A	(8,687)	(851)
Net cash flow used in operating activities		<u>(8,687)</u>	<u>(851)</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(205)	(678)
Receipts from sales of tangible fixed assets		32	29
Payments to acquire investments		(76,554)	(54,051)
Receipts from sales of investments		84,907	57,719
Payment of repayable grants		(815)	(345)
Repayment of repayable grants		192	-
Dividends and interest received from investments		4,282	3,024
(Decrease)/ Increase in Short term deposit		806	(5,600)
Net cash flow generated by investing activities		<u>12,645</u>	<u>98</u>
Change in cash and cash equivalents in the year		3,958	(753)
Cash and cash equivalents at 1 January		5,327	6,080
Cash and cash equivalents at 31 December		<u>9,285</u>	<u>5,327</u>
Cash and cash equivalents consists of:			
Cash at bank and in hand		5,582	4,444
Cash balances held by custodian for reinvestment		3,703	883
Cash at cash equivalents at 31 December		<u>9,285</u>	<u>5,327</u>
A) Reconciliation of net income / (expenditure) to net cash flow from operating activities			
Net income / (expenditure) for year		6,804	(38,396)
Dividends and interest from investments		(4,282)	(3,024)
Depreciation of tangible fixed assets		160	28
Net loss / (gains) on investments		(11,511)	31,937
(Profit) / loss on disposal of tangible fixed assets		(15)	13
Increase in debtors		(186)	685
Increase in creditors net of repayable grant creditor		777	8,119
Defined benefit pension scheme contributions		(457)	(457)
Defined benefit pension scheme		-	152
Defined benefit pension scheme finance cost		23	92
Net cash flow from operating activities		<u>(8,687)</u>	<u>(851)</u>
B) Analysis of changes in net Funds			
	2022	Cash Flows	2023
Cash at bank and in hand	4,444	1,138	5,582
Short term deposit	5,600	(806)	4,794
Cash balances held by custodian for reinvestment	883	2,820	3,703
Total	<u>10,927</u>	<u>3,152</u>	<u>14,079</u>

The notes on pages 38 to 55 form part of the financial statements

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended 31 December 2023

1. Accounting policies

The Foundation constitutes a public benefit entity as defined by FRS102. The Financial Statements have been prepared in accordance with 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 (SORP FRS 102 (2nd edition)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies.

The Financial Statements have been prepared under the historical cost convention, modified to include certain items at fair value. The Financial Statements are prepared in sterling which is the functional currency of the Foundation and rounded to the nearest thousand pounds. The Financial Statements are prepared on a going concern basis because in the opinion of the Trustees there are no material uncertainties over the Foundation continuing for at least the next twelve months.

The significant accounting policies applied in the preparation of these Financial Statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Parent company disclosure exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of

- No cash flow statement has been presented for the parent company;
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the group as a whole.
- No disclosure has been given for the related party transactions entered into between two or more members of the group.

(a) Consolidation

The consolidated financial statements of "The Group" comprise The Rank Foundation Limited ("The Foundation"), CTVC Limited ("CTVC") and its trading subsidiary, Hillside Productions Limited. Details of CTVC and Hillside Productions Limited are given in the notes to the financial statements.

Advantage has been taken of the exemption available under section 408 of the Companies Act 2006 not to present an individual Statement of Financial Activities and Income and Expenditure account for the Foundation.

(b) Investments

Publicly traded investments, or those where fair value can otherwise be measured reliably, are measured at fair value at each balance sheet date, with changes in fair value recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities. Investments denominated in foreign currencies are translated at closing rates with any profit or loss arising on exchange rate fluctuation being posted to changes in the market value of investments.

Investments also include repayable grants which are recognised at the point of disbursement under the conditions set out in the agreement with the beneficiary. Repayable grants are unsecured and are awarded at lower interest rates than those offered by commercial lenders. It is intended that the repayable grant will be repaid by the beneficiary and regardless of the rate of interest associated with the grant, the primary consideration by the Foundation when awarding the grant is the level of social impact rather than the financial return. Repayable grants offered and communicated but not disbursed to the beneficiary at the balance sheet date are disclosed as outstanding commitments.

1. Accounting policies (continued)

(c) Income

All income is included in the Statement of Financial Activities when the Foundation is legally entitled to the income, after any performance conditions have been met, when the amount can be measured reliably and when it is probable that the income will be received.

Government grants are recognised in the year in which they become receivable and when any conditions for receipt have been met. Income from non-government grants are recognised on receipt, unless there are conditions attached to the donation that require a level of performance before entitlement can be obtained. In this case income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Foundation and it is probable that they will be fulfilled.

Investment income represents gross interest and dividends, and is credited to the statement of financial activities on the date on which the income is due.

(d) Grant expenditure

Grants payable to third parties are included in expenditure on charitable activities. Where unconditional grants are made, these amounts are recognised when a legal or constructive obligation is created, typically when the recipient is notified that a grant will be made to them. Where grants are conditional on performance, then the grant is only recognised once any unfulfilled conditions are outside of the control of the charity.

(e) Expenditure

Expenditure is accounted for on an accruals basis. Irrecoverable VAT is charged as an expense against the activity for which the expenditure arose.

Costs of raising funds

The costs of raising funds includes the direct costs incurred in respect of investment management and also those relating to trading activities.

Charitable activities

Grants are allocated to the appropriate category along with direct costs. Costs of charitable activities also includes all costs relating to the production, sale and distribution of religious programmes plus attributable overheads. All running costs from the various offices have been associated with the appropriate category.

Governance costs

Governance costs are included with support costs and includes those costs associated with meeting the constitutional and statutory requirements of the charity, including the audit fees and costs linked to the strategic management of the charity.

Support costs

Support costs comprise management, administration and governance costs. Support costs have been apportioned based on estimates of staff time and in proportion to the relevant actual costs in respect of charitable activities.

1. Accounting policies (continued)

(f) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. The threshold for additions to fixed assets is £1,000.

Depreciation is calculated so as to write off the cost, taking into account normal commercial and technical obsolescence, less the estimated residual value, of the tangible fixed assets on a straight line basis, as follows:

Freehold and leasehold property	1% to 2% on cost
Fixtures and fittings	10% to 50% on cost
Computer equipment and software	10% to 100% on cost
Motor vehicles	20% to 40% on cost

(g) Pensions

CTVC defined benefit scheme

The scheme was closed during 2002. CTVC is paying £457,000 per annum into this scheme in line with the current schedule of contributions. The amount charged to the statement of financial activities, in respect of this scheme, is the estimated increased cost of providing the historical benefits accrued. The interest cost and expected return on assets are included within other finance costs in support costs.

The assets of the scheme are held separately from the Group in separate trustee administered funds. Full actuarial valuations, by a professionally qualified actuary, are obtained at least every three years, and updated to reflect current conditions at the balance sheet date. The pension scheme assets are measured at fair value. The pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency. A pension liability is recognised on the balance sheet as The Group has accepted the obligation to settle the estimated liability.

Defined contribution schemes

Employer pension contributions are charged to the statement of financial activities as they become payable.

(h) Funds

The unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The pension reserve fund is designated to match the defined benefit pension scheme liability.

Restricted funds are those funds relating to the subsidiary charity, CTVC Limited, and those which are to be used in accordance with specific restrictions imposed by donors.

(i) Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

(j) Critical accounting judgements and key sources of estimation

In preparing these financial statements the key sources of estimation relate to the defined benefit pension liabilities and estimation of costs to complete revenue contracts. The critical underlying assumptions in relation to the estimate of the defined benefit scheme obligation include the standard rates of inflation, mortality, and discount rate. Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense. All assumptions used are based on actuarial advice. The critical underlying assumptions in relation to the estimate of costs to complete revenue contracts include staff time, training, learning event costs and evaluation costs. All assumptions are based on staff time allocations and quotes received from suppliers.

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

2 Total group expenditure

2023	Direct Costs / Grants £'000	Staff £'000	Other £'000	Support Costs £'000	Total £'000
Raising funds					
Investment management costs	-	-	237	-	237
Expenditure on other trading activities - Hillside	1,947	-	4	-	1,951
Total raising funds	1,947	-	241	-	2,188
Charitable activities					
Community programmes	6,345	1,256	-	1,206	8,807
CTVC	2,384	690	-	1,288	4,362
Total charitable activities	8,729	1,946	-	2,494	13,169
Total Expenditure	10,676	1,946	241	2,494	15,357

2022					
Raising funds					
Investment management costs	-	-	248	-	248
Expenditure on other trading activities - Hillside	1,364	-	4	-	1,368
Total raising funds	1,364	-	252	-	1,616
Charitable activities					
Community programmes	15,047	1,332	-	926	17,305
CTVC	1,072	375	15	955	2,417
Total charitable activities	16,119	1,707	15	1,881	19,722
Total Expenditure	17,483	1,707	267	1,881	21,338

Included above in Charitable activities - CTVC, is £23,000 (2022 : £92,000), which relates to pension finance costs and an adjustment for past service costs in the restricted funds - note 21.

3 Allocation of support costs

	Community £' 000	CTVC £' 000	2023 £' 000	Community £' 000	CTVC £' 000	2022 £' 000
Governance (note 4)	143	77	220	144	46	190
Staff	371	715	1,086	368	632	1,000
Occupancy	116	248	364	82	84	166
Depreciation	149	11	160	25	5	30
Other	427	237	664	307	188	495
Total	1,206	1,288	2,494	926	955	1,881

Support costs have been apportioned between the charitable activities based on staff time.

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

4 Analysis of governance costs

	Group	
	2023 £' 000	2022 £' 000
Auditor's remuneration	61	48
Legal and professional fees	51	39
Trustee and consultants expenses	16	27
Allocated staff costs	92	76
	<u>220</u>	<u>190</u>

5 Grants

	Group		Foundation	
	2023 £' 000	2022 £' 000	2023 £' 000	2022 £' 000
Commitments made in the year	8,708	14,628	9,927	16,202
Grants cancelled or recovered	(587)	(424)	(587)	(424)
Grants payable for the year	8,121	14,204	9,340	15,778
Grants paid in the year	(9,309)	(7,692)	(11,098)	(9,571)
Net (decrease) / increase in commitments	(1,188)	6,512	(1,758)	6,207
Commitments at 1 January	10,674	4,162	16,690	10,483
Commitments at 31 December	<u>9,486</u>	<u>10,674</u>	<u>14,932</u>	<u>16,690</u>
Payable as follows:				
Payable within one year	8,658	7,186	10,334	8,975
Payable after more than one year	828	3,488	4,598	7,715
	<u>9,486</u>	<u>10,674</u>	<u>14,932</u>	<u>16,690</u>

An analysis of the sources of grants is as follows

	2023 £'000	2022 £'000
DfC - Start Here NI onward Grants Funding	382	9,012
LiveWell - Plymouth Fund	500	-
Catalyst For Impact External Funding	65	65
	<u>947</u>	<u>9,077</u>

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

6 Net income / (expenditure) for the year

Net income / (expenditure) is stated after charging / (crediting):

	2023 £' 000	2022 £' 000
Depreciation of tangible fixed assets	160	28
Loss / (Gain) on disposal of tangible fixed assets	6	13
Operating lease rentals	429	22
Net (gains)/ loss on investments	(11,511)	31,937
Auditor remuneration :		
Audit of the Foundation's annual accounts	26	27
Audit of the subsidiaries	35	21
Non-audit services	6	16

7 Trustee expenses

	2023 £' 000	2022 £' 000
Travelling and subsistence expenses reimbursed to six Trustees (2022: nine)	9	9

The Trustees of the Foundation neither received nor waived any remuneration during the year (2022: £Nil).

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

8 Staff numbers and costs

	Group		Foundation	
	2023 £' 000	2022 £' 000	2023 £' 000	2022 £' 000
Salaries	1,896	1,718	707	730
Social security costs	192	193	82	88
Redundancy payments	20	45	20	25
Pension costs	229	187	160	118
Personal insurance	90	56	48	37
	<u>2,427</u>	<u>2,199</u>	<u>1,017</u>	<u>998</u>

	2023 Number	2022 Number	2023 Number	2022 Number
Average number employed				
Employed in direct charitable activities				
CTVC Programmes	20	18	-	-
Community programmes	5	5	5	5
Support	15	10	10	10
	<u>40</u>	<u>33</u>	<u>15</u>	<u>15</u>

Remuneration and benefits-in-kind

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2023 Number	2022 Number	2023 Number	2022 Number
Number of Staff earning £60,001 to £70,000	2	1	2	1
Number of Staff earning £70,001 to £80,000	-	-	-	-
Number of Staff earning £80,001 to £90,000	1	1	-	1
Number of Staff earning £90,001 to £100,000	1	-	1	-
Number of Staff earning £100,001 to £110,000	1	1	1	1
Number of Staff earning £110,001 to £120,000	1	-	1	-
Number of Staff earning £120,001 to £130,000	1	2	-	1
Number of Staff earning £130,001 to £140,000	-	1	-	-
Number of Staff earning £140,001 to £150,000	1	-	-	-

Employers pension contributions for those employees earning more than £60,000 were - Group £139,258 (2022 - £109,914) Foundation £109,225 (2022 - £62,211)

The Senior Management Team of Rank comprises, the CEO David Sanderson, Deputy CEO Caroline Broadhurst, Director of Programmes Kai Woode, Director of Education and Leadership John Hind, Interim Finance Director Tom Kelman (joined on 28 February 2023). Their employee benefits total £629k (2022 - £513k). The group includes the CEO Caroline Matthews and the Finance Director Jonathan Rees from CTVC whose employee benefits totalled £253k (£236k- 2022). Group employees' benefits totalled £882k (£749k - 2022).

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

9 Fixed assets

Group	Long Leasehold Properties £' 000	Fixtures Fittings etc, £' 000	Motor Vehicles £' 000	Total £' 000
Cost at 1 January	6,925	368	77	7,370
Additions at cost	31	79	95	205
Disposals	-	(5)	(44)	(49)
Cost at 31 December	<u>6,956</u>	<u>442</u>	<u>128</u>	<u>7,526</u>
Depreciation at 1 January	100	102	33	235
Disposals	-	(5)	(27)	(32)
Charge for the year	89	45	26	160
Depreciation at 31 December	<u>189</u>	<u>142</u>	<u>32</u>	<u>363</u>
Net Book Value				
31 December 2023	<u>6,767</u>	<u>300</u>	<u>96</u>	<u>7,163</u>
31 December 2022	<u>6,825</u>	<u>266</u>	<u>44</u>	<u>7,135</u>

Foundation

Cost at 1 January	6,925	292	77	7,294
Additions at cost	31	54	95	180
Disposals	-	(5)	(44)	(49)
Cost at 31 December	<u>6,956</u>	<u>341</u>	<u>128</u>	<u>7,425</u>
Depreciation at 1 January	100	37	33	170
Disposals	-	(5)	(27)	(32)
Charge for the year	89	34	26	149
Depreciation at 31 December	<u>189</u>	<u>66</u>	<u>32</u>	<u>287</u>
Net Book Value				
31 December 2023	<u>6,767</u>	<u>275</u>	<u>96</u>	<u>7,138</u>
31 December 2022	<u>6,825</u>	<u>255</u>	<u>44</u>	<u>7,124</u>

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

10 Fixed asset investments

Fixed asset investments consist of publicly traded investments and repayable grants.

The Trustees believe that the carrying value of the investments is supported by their underlying assets.

	Group and Foundation	
	2023 £' 000	2022 £' 000
Publicly traded investments	269,620	263,642
Repayable grants (note 11)	965	902
	<u>270,585</u>	<u>264,544</u>
Publicly traded investments		
Market value at 1 January	263,642	302,558
Additions at cost	76,554	54,051
Disposal proceeds	(84,907)	(57,719)
Net gain / (loss) on investments	11,511	(31,937)
Movement in cash awaiting reinvestment	2,820	(3,311)
Market value at 31 December	<u>269,620</u>	<u>263,642</u>
The investments comprise		
CF Ruffer Total Return Fund J	26,338	53,327
Fundsmith Equity Class I	35,431	31,499
Heronbridge UK equity fund Acc	23,223	22,111
I Shares Core MSCI World	9,515	8,094
Veritas Global Equities Focus Fund	-	29,395
Monks Investment Trust	23,811	21,210
MDO Management Co RWC Global Emerging	12,495	12,655
Pantheon International Private Equity Funds	13,574	10,619
Harbourvest Global Private Equity Funds	11,396	10,889
Standard Life Private Equity Trust	3,885	3,743
Royal London Money Market Fund	24,928	17,646
ICG Enterprise Trust	9,803	9,419
Pantheon Infrastructure	8,669	9,660
CG Portfolio Fund PLC	22,425	22,492
Royal London BD FD RL Sterling Credit	40,424	-
Cash awaiting reinvestment	3,703	883
Market value at 31 December	<u>269,620</u>	<u>263,642</u>
Historical cost at 31 December	<u>205,514</u>	<u>189,876</u>

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

11 Repayable grants - Social investment

	Group and Foundation	
	2023 £' 000	2022 £' 000
Balance at 1 January	902	780
New repayable grants disbursed	255	157
New repayable grants payable	-	310
Repayments received	(192)	(345)
Balance at 31 December	965	902
Maturity of the repayable grants:		
Due within one year	140	268
Due between one year and five years	825	634
	965	902

Repayable grants are made available to beneficiary organisations in order to further the charitable objectives of the Foundation.

All repayable grants are UK based with agreements ranging in length from three to five years with interest rates up to 3% above Bank of England base rate.

12 Debtors

	Group		Foundation	
	2023 £' 000	2022 £' 000	2023 £' 000	2022 £' 000
Other debtors	195	2	53	-
Prepayments and accrued income	320	276	155	136
Amounts due by subsidiary undertaking	-	-	12	16
VAT recoverable	8	59	8	59
	523	337	228	211

Included within prepayments and accrued income in 2023 is an amount of £73k due from Department for Communities (DfC) relating to NI Start Here programme (due from Department for Communities (DfC) - £83k 2022).

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

13 Creditors: amounts falling due within one year

	Group		Foundation	
	2023 £' 000	2022 £' 000	2023 £' 000	2022 £' 000
Trade creditors	247	175	182	66
Accruals and deferred income	2,922	1,697	171	1,601
Other taxation and social security	98	213	25	28
Pension contributions	3	3	3	3
Other creditors	377	154	-	-
Grants payable to third parties	8,658	6,626	8,658	6,626
Social Investment - repayable grant to third party	-	560	-	560
Grants payable to subsidiary undertaking	-	-	-	-
- running costs	-	-	1,219	1,332
	12,305	9,428	10,258	10,216
Grants payable to subsidiary undertaking	-	-	-	-
- pension reserve	-	-	457	457
	12,305	9,428	10,715	10,673

The deferred income is all expected to be recognised in the next financial year.

14 Creditors: amounts falling due after more than one year

	Group		Foundation	
	2023 £' 000	2022 £' 000	2023 £' 000	2022 £' 000
Grants to third parties payable 1-2 years	519	3,409	519	3,409
Grants to third parties payable 2-5 years	309	79	309	79
	828	3,488	828	3,488
Grants payable to subsidiary undertaking	-	-	-	-
- pension contributions payable 1-2 years	-	-	457	457
- pension contributions payable 2-5 years	-	-	1,371	1,371
- pension contributions payable 5+ years	-	-	1,942	2,399
	-	-	3,770	4,227
	828	3,488	4,598	7,715

	2023 £' 000	2022 £' 000	2023 £' 000	2022 £' 000
Total future minimum lease payments under non-cancellable operating leases are as follows:				
Not later than one year	113	123	-	10
Later than one and not later than five years	316	429	-	-
	429	552	0	10

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

16 Funds

	As at 1 January	Income	Expenditure	Actuarial (loss) / gain on pension scheme	Investment Gains / (losses)	Transfers	As at 31 December
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2023							
Unrestricted funds	263,468	4,600	(8,106)	-	11,511	(1,323)	270,150
Restricted funds							
Pension scheme deficit	(696)	-	(23)	(104)	-	457	(366)
Pension reserve	4,684	-	-	-	-	(457)	4,227
CTVC restricted funds	-	142	(64)	-	-	(78)	-
CTVC general funds	992	4,961	(5,005)	-	-	189	1,137
Rank restricted funds	-	-	(163)	-	-	163	-
Rank Catalyst funds	-	65	(38)	-	-	(27)	-
Livewell - Restricted	-	500	(500)	-	-	-	-
T2S- Rank funded	-	-	(1,076)	-	-	1,076	-
NI Start Here funds	-	382	(382)	-	-	-	-
Total restricted funds	4,980	6,050	(7,251)	(104)	-	1,323	4,998
	268,448	10,650	(15,357)	(104)	11,511	-	275,148

	As at 1 January	Income	Expenditure	Actuarial (loss) / gain on pension scheme	Investment Gains / (losses)	Transfers	As at 31 December
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2022							
Unrestricted funds	301,721	3,190	(8,067)	-	(31,937)	(1,439)	263,468
Restricted funds							
Pension scheme deficit	(5,033)	-	(92)	3,972	-	457	(696)
Pension reserve	5,033	-	-	-	-	(349)	4,684
CTVC restricted funds	-	57	(57)	-	-	-	-
CTVC general funds	651	2,555	(2,062)	-	-	(152)	992
Rank restricted funds	-	-	-	-	-	-	-
Rank Catalyst funds	-	65	(31)	-	-	(34)	-
TNLCF - Time to Shine	500	-	(500)	-	-	-	-
T2S- Rank funded	-	-	(1,421)	-	-	1,421	-
NI Start Here funds	-	9,012	(9,108)	-	-	96	-
Total restricted funds	1,151	11,689	(13,271)	3,972	-	1,439	4,980
Total funds	302,872	14,879	(21,338)	3,972	(31,937)	-	268,448

Restricted funds

The pension reserve total of £4,227k represents the amount set aside by the Trustees to cover the deficit repayments made to the defined benefit pension scheme. The Foundation has guaranteed to CTVC to cover the full cost of the current repayment plan (note 21).

CTVC restricted funds represents unspent funds received for specific projects undertaken by CTVC.

CTVC general funds represents the unrestricted funds within CTVC which are restricted within the Group financial statements to the objectives of CTVC.

NI Start Here restricted funds relates to monies received from DfC to fund the VCSE and Sport programmes in Northern Ireland and that are yet to be distributed to the onward grantees.

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

16 Funds (continued)

Designated funds

Designated funds in the Balance Sheet of the Foundation represents the current estimate of the liability under the guarantee to CTVC for the closed defined benefit pension scheme. Note 21.

The designated funds within the Group accounts represents the commitment made by the Foundation to the subsidiary, CTVC, for the annual running costs grant.

Transfers

A transfer of £457k to unrestricted funds from the pension reserve (2022 - £349k from unrestricted to the pension reserve) reflects the guarantee made by the Foundation to fully fund the CTVC defined benefit pension scheme and is based on the contributions yet to be paid by the Foundation to the scheme as at 31 December 2023 under the current schedule of contributions.

A transfer of £78k to unrestricted funds from restricted funds (2022 - £152k from unrestricted funds to restricted funds) reflects the commitment made by the Foundation to CTVC to support its general reserves as at 31 December 2023. These funds are restricted because the objectives of CTVC are narrower than those of the Foundation.

A transfer of £1,076k (2022- £1,421k) from unrestricted funds to restricted funds relates primarily to the Foundation funding the element of the Time to Shine programme in 2023.

17 Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Pension reserve £'000	TOTAL £'000
2023				
Fixed assets	277,723	25	-	277,748
Net current (liabilities) / assets	(6,745)	5,339	-	(1,406)
Creditors more than one year	(828)	-	-	(828)
Pension liabilities	-	-	(366)	(366)
TOTAL	270,150	5,364	(366)	275,148
2022				
Fixed assets	271,668	11	-	271,679
Net current (liabilities) / assets	(4,712)	5,665	-	953
Creditors more than one year	(3,488)	-	-	(3,488)
Pension liabilities	-	-	(696)	(696)
TOTAL	263,468	5,676	(696)	268,448

18 Related party transactions

The Trustees of the Foundation have interests in a range of other organisations. During the year, a number of grants have been awarded to certain of these organisations. In such cases, the relevant Trustees have declared their interests and have not participated in the decision to award funding to that organisation. The Foundation has related party transactions with its subsidiary CTVC Limited. The Foundation pays a grant to CTVC each year and this amounted to £1.2M in 2023 relating to it conducting its primary purpose activities. The Foundation also makes an additional grant to CTVC to cover the payment of the pension contributions to the CTVC defined benefit scheme. As set out in note 1 (g) these currently amount to £457K per annum and the Foundation pays this amount on behalf of CTVC.

19 Members

The Foundation is a charitable company limited by guarantee, having no share capital, and, in accordance with clause 6 of the Memorandum of Association, every member, of whom there may be a maximum of 15, is liable to contribute a sum of £1 in the event of the Foundation being wound up. At 31 December 2023 there were 13 members (2022 : 11).

20 Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Hillside Productions Limited make qualifying charitable donations of all taxable profit to CTVC under Part 6 of Corporation Tax Act 2010. No corporation tax liability on the subsidiaries arises in the accounts.

No tax charge arose in the period.

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

21 Pensions

A) Defined benefit scheme - closed April 2002

The defined benefit scheme covered the majority of CTVC's employees up to the date of closure and at that date, the scheme deficit was c.£5.14m. The pension cost relating to the principal scheme is assessed in accordance with the advice of an independent qualified actuary using the projected unit method. It is to be noted that under this valuation method the costs will increase as the members of the scheme approach retirement. The latest actuarial valuation of this scheme was at the 30 September 2021, the deficit at that date was £4.63m. The next full valuation is due to be prepared as at 30 September 2024.

The Foundation has formalised its commitment to the funding of this scheme by putting in place a legal guarantee that has been accepted by the Pensions Regulator. The Foundation expects to pay £457,000 in the year to 31 December 2023, and has recently appointed professional advisers to support it with managing the risks arising under the scheme.

The Rank Foundation has sought independent actuarial advice from time to time to manage the strategic risks of funding the scheme. The management of the funding, investment, and compliance risk is undertaken by the pension scheme Trustees, who have appointed their own independent professional actuarial advisors, administrators, and investment manager.

The pension scheme Trustees have appointed the scheme actuary to prepare the following detailed disclosures and they have relied on the Actuary's expertise in this regard.

Explanation of amounts in the financial statements

Amounts recognised in the Balance Sheet

	2023 £'000	2022 £'000
Fair value of assets at 1 Jan	10,824	10,147
Present value of funded obligations	(11,190)	(10,843)
Deficit	(366)	(696)
Net defined benefit liability at 31 December	(366)	(696)

Amounts recognised in the Income and Expenditure account

	2023 £'000	2022 £'000
Interest on liabilities	523	307
Interest on assets	(500)	(215)
Total	23	92

	2023 £'000	2022 £'000
Gain (loss) on scheme assets in excess of interest	(270)	1,371
Gains from changes to financial assumptions	374	(5,343)
Total remeasurements	104	(3,972)

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

21 Pensions (continued)

Explanation of amounts in the financial statements (continued)

Reconciliation of assets and defined Benefit Obligation

The change in the assets over the year was:

	2023 £'000	2022 £'000
Fair value of assets at 1 January	10,147	11,366
Interest on assets	500	215
Company contributions	457	457
Benefits paid	(550)	(520)
Return on scheme assets less liabilities	270	(1,371)
Fair value of assets at 31 December	10,824	10,147

The change in the Defined Benefit Obligation

	2023 £'000	2022 £'000
Defined Benefit Obligation at 1 January	10,843	16,399
Interest on liabilities	523	307
Benefits paid	(550)	(520)
Changes to financial assumptions	374	(5,343)
Fair value of assets at 31 December	11,190	10,843

Assets

	£'000	£'000
Fixed Interest Government Bonds	5,041	-
Fixed Interest Corporate Bonds	5,615	-
Index-linked bonds	109	-
Equities	-	7,194
Fixed interest	-	1,005
Alternatives	-	1,429
Cash	59	519
Total	10,824	10,147
Actual return on assets	770	(1,156)

Notes to the Financial Statements for the year ended (continued)

31 December 2023

21 Pensions (continued)

The principal actuarial assumptions used to calculate the Scheme's liabilities include:

	2023	2022
Discount rate	4.65%	4.95%
Retail Prices Index (RPI) inflation	3.45%	3.45%
Revaluation in deferment:		
Pre May 2001 benefits	5.00%	5.00%
Post May 2001 benefits	3.30%	3.30%
Pension increases		
Pension earned before 01/10/92 in excess of GMP	3.00%	3.00%
Pension earned between 01/10/92 and 31/05/01 in excess of GMP	5.00%	5.00%
Pension earned after 01/06/01	3.30%	3.30%
Life expectancy at age 65 of male aged 45	22.8	22.7
Life expectancy at age 65 of male aged 65	21.4	21.4
Life expectancy at age 65 of female aged 45	26.1	26.0
Life expectancy at age 65 of female aged 65	24.6	24.6

Sensitivity placed on the value of the liabilities - approximate affect on liability

	2023	2022
	£'000	£'000
Discount Rate		
Discount Rate -0.10%	129	126
Cash Commutation		
Assume members exchange 15% of pension for cash	100	100
Mortality		
Mortality loading reduced by 5% for males and females (100% of S3PMA and 90% of S3PFA)	195	176

Movement in triennial valuation

	£'000
Deficit as per triennial valuation at 30 September 2018	5,140
Estimate for loss of income	1,334
	6,474
Payments made into the fund during 2018 (pre valuation)	(114)
Payments made into the fund during 2019 to 2022	(1,828)
Payments made into the fund during 2023	(457)
Increase based on valuation at 30 September 2021	152
Balance carried forward	4,227

The current Schedule of Contributions requires an annual payment of £457,000 for a further 10 years 3 months (March 2033).

B) Defined Contribution Schemes

	2023	2022
	£'000	£'000
Rank Foundation scheme		
Pension charge for the period	160	117
CTVC stakeholder scheme		
Pension charge for the period	83	48
Balance due to the scheme at the year end	16	15
	<u>259</u>	<u>180</u>

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

22 Subsidiary undertaking

CTVC Limited ("CTVC") is a registered charity and its principal activities are the production and distribution of television programmes, films and videos for Christian and other faiths and for educational purposes. CTVC is incorporated in England and Wales and is a wholly-owned subsidiary as the Foundation has the right to appoint a majority of the directors and to remove any directors it appoints.

Hillside Productions Limited is a wholly-owned trading subsidiary of CTVC. It is incorporated in England and Wales, and its principal activity is the making of video productions. It is intended that the profits of the company will be donated to CTVC by way of gift aid. Hillside had turnover of £1996 for the year (2022 - £1,510) and net assets of £203k at the year end (2022 - £156K)

A summary of the consolidated results of CTVC for the year is shown below. Audited accounts will be filed with the Registrar of Companies and the Charity Commission.

Summarised Consolidated Statement of Financial Activities

	2023 £'000	2022 £'000
Income		
Donations - Grants	1,332	1,574
Income from charitable activities	3,073	1,102
Income from trading activities	1,996	1,510
Other Income	34	-
Total income	6,435	4,186
Expenditure		
Costs of raising funds	1,951	1,368
Charitable activities	4,362	2,417
Total Expenditure	6,313	3,785
Net Income	122	401
Other recognised losses		
Actuarial (losses) / gains on defined benefit pension scheme	(104)	3,972
Net movement on funds	18	4,373
Reconciliation of funds		
Total funds brought forward	4,980	607
Total funds carried forward	4,998	4,980

Summarised Consolidated Balance Sheet

Net assets less liabilities excluding pension liability	5,364	5,676
Defined benefit pension scheme liability	(366)	(696)
Net assets	4,998	4,980

THE RANK FOUNDATION LIMITED

Notes to the Financial Statements for the year ended (continued)
31 December 2023

23 Outstanding commitments and contingent liabilities

At 31 December 2023 there were outstanding commitments relating to concessionary loans and repayable grants of £nil (2022 - £560k) which had not been drawn down by beneficiaries.

At 31 December 2023 there were outstanding commitments of £965k (2022 - £902k) relating to grants that have been awarded to match the trading results of beneficiaries. These amounts have not been included in creditors at the year end because the amounts to be awarded are subject to beneficiaries meeting certain criteria.