

# THE CLORE SOCIAL LEADERSHIP PROGRAMME

England & Wales · Charity number 1136727

## Details

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|                |                                                         |
|----------------|---------------------------------------------------------|
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">07222275</a>                                |
| Registered     | 2010-07-05                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

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|         |                                                                                          |
|---------|------------------------------------------------------------------------------------------|
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| Website | <a href="http://www.cloresocialleadership.org.uk">www.cloresocialleadership.org.uk</a>   |

## Activities

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**Objects:** THE OBJECTS FOR WHICH THE CHARITY IS ESTABLISHED (THE OBJECTS) ARE FOR THE PUBLIC BENEFIT TO PROMOTE AND SUPPORT THE EDUCATION, DEVELOPMENT AND TRAINING OF ACTUAL AND POTENTIAL LEADERS OF THIRD SECTOR ORGANISATIONS AND WITHOUT LIMITING THE GENERAL SCOPE OF THESE OBJECTS BY:(A) EDUCATING, DEVELOPING AND TRAINING THE ACTUAL AND POTENTIAL LEADERS APPOINTED AS FELLOWS OF THE CHARITY; OR(B) COMMUNICATING ANY EXPERTISE AND LEARNING ACQUIRED IN TRAINING LEADERS OF THE THIRD SECTOR TO ANY THIRD PARTY INCLUDING, BUT NOT LIMITED TO, THIRD SECTOR ORGANISATIONS AND INDIVIDUALS WORKING FOR OR WITH THOSE ORGANISATIONS WITH A VIEW TO DEVELOPING A NEW GENERATION OF LEADERS FOR THIRD SECTOR ORGANISATIONS IN THE UNITED KINGDOM AND ELSEWHERE. IN THIS CLAUSE AND THESE ARTICLES THE TERM (THIRD SECTOR) MEANS ALL OF THE INDIVIDUAL ORGANISATIONS, GROUPS, ENTITIES, AGENCIES OR PARTNERSHIPS, HOWEVER DESCRIBED, ORGANISED OR LEGALLY CONSTITUTED AND WHETHER OR NOT FORMED FOR EXCLUSIVELY CHARITABLE PURPOSES, OPERATING IN THE UNITED KINGDOM AND ELSEWHERE AT ANY TIME WHICH IN THE OPINION OF THE DIRECTORS ARE ESTABLISHED PRINCIPALLY TO PROVIDE, PROMOTE OR SECURE SOCIAL GOODS FOR BENEFICIARY GROUPS RATHER THAN INDIVIDUAL BENEFIT, INCLUDING BY WAY OF ILLUSTRATION ONLY, CHARITIES, COMMUNITY ORGANISATIONS, SOCIAL ENTERPRISES, AND HOUSING ASSOCIATIONS.

**Activities:** The Clore Social Leadership Programme is an independent charity created as an initiative of the Clore Duffield Foundation. The Programme aims to support aspiring leaders in the third sector who are working for the benefit of individuals and progressive social change in communities across the UK. The Programme recruits Fellows through an open application process.

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

## Geography

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- **Area of benefit:** UNITED KINGDOM AND ELSEWHERE.
- Northern Ireland
- Scotland
- Throughout England And Wales

## Finances

| Period end | Income     | Expenditure | Assets     | Employees |
|------------|------------|-------------|------------|-----------|
| 2024-12-31 | £723,543   | £740,924    | £357,752   | 7         |
| 2023-12-31 | £583,644   | £676,097    | £375,133   | 7         |
| 2022-12-31 | £468,574   | £883,035    | -          | -         |
| 2021-12-31 | £882,098   | £1,125,569  | £882,047   | 14        |
| 2020-12-31 | £1,086,487 | £982,965    | £1,125,518 | 13        |

## Trustees

| Name                       | Role  | Appointed  |
|----------------------------|-------|------------|
| Vyla Rollins               | Chair | 2016-12-13 |
| Annabel Gillard            |       | 2023-10-20 |
| CLIVE BERTRAM SPARROW      |       | 2025-03-13 |
| Gabrielle Jahanshahi-Edlin |       | 2023-10-20 |
| JONATHAN HOPKINS           |       | 2023-10-20 |
| Marcel Mballa-Ekobena      |       | 2025-03-13 |
| Mila Lukic                 |       | 2023-10-20 |
| Nicola Kidston             |       | 2021-02-15 |
| SIMON FRANK GEORGE MILLER  |       | 2025-03-13 |

## **THE CLORE SOCIAL LEADERSHIP PROGRAMME**

England & Wales - Charity number 1136727

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# **Accounts**

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Clare Social Leadership Programme

# Report and Financial Statements

For the year ended 31 December 2024

# Trustee Report

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|                          |                                                                                                                                    |                                                                                                     |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <b>Company Number</b>    | 7222275                                                                                                                            |                                                                                                     |
| <b>Charity Number</b>    | 1136727                                                                                                                            |                                                                                                     |
| <b>Registered Office</b> | 7 Bell Yard London WC2A 2JR                                                                                                        |                                                                                                     |
| <b>Trustees</b>          | Trustees, who are also directors under company law, who served during the year and up to the date of this report, were as follows: |                                                                                                     |
|                          | Vyla Rollins                                                                                                                       | Chair                                                                                               |
|                          | Nicola Kidston                                                                                                                     | Chair of Audit and Risk Committee                                                                   |
|                          | Annabel Gillard                                                                                                                    |                                                                                                     |
|                          | Jonathan Hopkins                                                                                                                   |                                                                                                     |
|                          | Gabby Jahanshahi-Edlin                                                                                                             |                                                                                                     |
|                          | Mila Lukic                                                                                                                         |                                                                                                     |
|                          | Marcel Mballa-Ekobena                                                                                                              | Appointed March 2025                                                                                |
|                          | Simon Miller                                                                                                                       | Appointed March 2025                                                                                |
|                          | Clive Sparrow                                                                                                                      | Appointed March 2025                                                                                |
|                          | Sir Ciarán Devane                                                                                                                  | Resigned December 2024                                                                              |
|                          | Patrick Stevens                                                                                                                    | Resigned December 2024                                                                              |
|                          | Lisa McGinnes                                                                                                                      | Resigned October 2024                                                                               |
| <b>Management Team</b>   | Nadia Alomar                                                                                                                       | Chief Executive                                                                                     |
|                          | Stephen Pugsley                                                                                                                    | Director of Finance and Resources                                                                   |
|                          | Jenny Munday                                                                                                                       | Director of Development                                                                             |
|                          | Amit Chadda                                                                                                                        | Director of Programmes appointed Apr 2025                                                           |
|                          | Angharad Irvine                                                                                                                    | Director of Leadership<br>Programmes resigned Feb 2025                                              |
| <b>Bankers</b>           | The Co-operative Bank<br>P.O. Box 250<br>Delf House<br>Skelmersdale WN8 6WT                                                        | HSBC BANK PLC<br>1st Floor, North London Business<br>Banking Centre<br>1 Old Street London EC1V 9HL |
| <b>Solicitors</b>        | Kings & Wood Mallesons LLP<br>10 Queen Street Place London                                                                         |                                                                                                     |
| <b>Auditors</b>          | Knox Cropper LLP<br>65-68 Leadenhall Street London<br>EC3A 2AD                                                                     |                                                                                                     |

# Letter from our Chair

This Trustees' Annual Report offers an opportunity to reflect on an impactful year for Clore Social Leadership and the progress we have made to drive meaningful and lasting change across the social sector.

This year, we focused on deepening the impact of our work, ensuring that our programmes meet the needs of leaders and their communities. At the same time, we extended our reach, connecting with a more diverse range of leaders to ensure our support is accessible to those who can benefit most. At the heart of our efforts is our commitment to building an organisation that is agile, responsive and progressive – one that is ready to adapt to the evolving challenges and opportunities facing the social sector.

None of this would have been possible without our valued partners, funders and collaborators. Partnerships are the foundation of our work, enabling us to deliver programmes that strengthen leaders' ability to drive positive change and innovation. I would particularly like to thank our funders for their continued support and belief in our mission, which contributes to making our shared vision a reality.

Thank you to everyone who has worked alongside us to promote inclusivity and community-led approaches. Together, we have created opportunities for leaders from all backgrounds to thrive, contributing to a stronger and more resilient social sector.



A handwritten signature in black ink that reads "Vyla Rollins". The signature is fluid and cursive, with the first name "Vyla" being more prominent.

**Vyla L. Rollins**  
**Chair of Board of Trustees**



## Trustees' Report

The trustees present their report and the audited financial statements for the year ended 31 December 2024.

The organisation is a charitable company limited by guarantee, incorporated on 13 April 2010 and registered as a charity on 5 July 2010.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their financial statements in accordance with FRS 102.

## Background

The Clare Social Leadership Programme (Clare Social Leadership) was set up in October 2008 as an initiative of the Clare Duffield Foundation. Its purpose is to identify, connect and develop aspiring leaders in the social sector. The board of trustees was recruited in 2009, with the Clare Social Leadership Programme registered as a company limited by guarantee in April 2010 and its charitable status recognised in July 2010.

Trustees are very grateful to the Clare Duffield Foundation who from 2008 until 2021 have invested considerable funds in the professional development of aspiring and existing third sector leaders through the fellowship programme and more recently, digital courses. At the same time, Clare Social Leadership concentrated on ensuring the financial independence of the charity from the Foundation.

As planned, funding from the Foundation ended in 2021. Clare Social Leadership continues to focus on diversifying its funding.

## Objectives and activities

The Articles of Association of the Clare Social Leadership Programme state that the charity promotes and supports the education, development and training of current and aspiring leaders of social sector organisations. The definition of what is meant by 'social sector' is summarised in the Articles as those organised to provide, promote or secure social goods for beneficiary groups such as charities, community organisations, social enterprises and housing associations. The trustees review the aims, objectives and activities of the charity each year.

This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees review the success of each key activity and the benefits the charity has brought to those groups of people that it is established to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

## Purpose and aims

Clare Social Leadership seeks to identify, connect and develop current and aspiring leaders with a social purpose who are working for the benefit of individuals and communities across the UK. This is achieved through the following strategic objectives:

### *Skills and development programmes*

- Growing and extending our programmes to reach as many social sector leaders as possible
- Impacting positively on individuals, organisations and communities through our programmes
- Supporting committed, values-based and reflective aspiring and established leaders and tracking the outcomes and impact they achieve in their leadership roles following their participation in our programmes

### *Sustainability*

- Securing sustainable income through a successful fundraising strategy and continual diversification of income streams and models, including sources of earned income
- Being highly effective in our own governance, leadership, delivery and outcomes
- Working in line with the charity's values, while continually evaluating and improving our programmes, including market-testing their relevance and capacity to add value

### *Sectoral collaboration*

- Maintaining a strong UK-wide perspective and building social sector connections across devolved administrations, maintaining close contact with ministers, civil servants and key politicians
- Enabling a strong network of social purpose organisations and leaders across the UK through online and in-person engagement
- Acting as a facilitator for effective and generous leadership across the social sector

### *Learning and dissemination*

- Sharing learning about leadership development for the social sector, including our evaluation findings, and raising the profile of leadership as key to strengthening sector capacity
- Disseminating our findings and reports via the Clare Social Leadership website, linking to relevant partners
- Utilising an effective communications strategy including online and wider media profile, social media engagement, publishing articles, contributing to events and speaking engagements

### **Public benefit**

Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission, including their guidance in PB2 (Public Benefit: Running a Charity).

The Clare Social Leadership fellows contribute directly to public benefit with positive outcomes for individuals and their communities through their activities while on the leadership development programmes and in their subsequent leadership of social purpose organisations and partnerships. Clare Social Leadership shares all its learning about effective social leadership widely so as many people as possible can benefit and improve outcomes for beneficiaries.

### **Trustees**

In December 2024, Vyla Rollins was appointed as chair and Nic Kidston was appointed as chair of the Audit and Risk Committee.

Three trustees were appointed in March 2025 - Marcel Mballa-Ekobena, Simon Miller and Clive Sparrow.

In 2024, we saw the departure of three valued trustees whose contributions have shaped the organisation. In October 2024, Lisa McGinnes stepped down as trustee. We are grateful for her valuable contributions during her tenure. In December 2024, Sir Ciarán Devane stepped down as chair and Patrick Stevens stepped down as chair of the Audit and Risk Committee. Both were longstanding trustees whose leadership has left an incredible legacy. The positive ripple effects of their work will be experienced for many years to come.

We extend our heartfelt thanks to Lisa, Sir Ciarán and Patrick for their dedication and impact.

Appendix I provides full biographies of the current board of trustees.

Trustees are recruited on the recommendation of the Nominations Committee, who conduct an ongoing and comprehensive review of the skills present in the board and its ideal composition.

## Staff

The staff team is led by CEO, Nadia Alomar, along with the senior leadership team which includes: Stephen Pugsley, Director of Finance and Resources, Jenny Munday, Director of Development, and Amit Chadda, Director of Programmes, who started in April 2025.

In February 2025, Angharad Irvine, Director of Leadership Programmes, left the organisation. We would like to thank Angharad for her valued contribution to the organisation.

Appendix II provides full details of the current senior leadership team as of June 2025.

Remuneration for staff is set by the Chief Executive, who has responsibility for ensuring the overall salary budget for any year is not exceeded. Remuneration for the Chief Executive is agreed by the board of trustees. Salaries are reviewed on an annual basis, with a periodic market review of salary levels at equivalent-sized charities.

## Activities in 2024

During 2024, we continued to adapt our leadership development offerings to ensure social leaders at all career stages receive appropriate and accessible support.

We added to our portfolio of short courses with the introduction of a stand-alone Action Learning offer and a four-week Coaching Skills For Leaders course. Both activities aimed to equip leaders with targeted and impactful skills that can be embedded into their leadership practice. Additionally, we streamlined our management offering by combining elements of Stepping Into Management and Management Essentials to create the new Management Fundamentals course.

Beyond our regular Emerging and Experienced Leader programmes, we focused on place-based leadership in 2024. In partnership with local facilitators, we delivered programmes in several regions, including Wales, Oxfordshire, West of England (Bristol, Bath & North-East Somerset, North Somerset, South Gloucestershire) and the North East of England (Sunderland, Middlesbrough and Redcar & Cleveland). These programmes fostered collaboration and resilience among community leaders, aiming to strengthen local networks and enhance community impact.

“From how to approach a particular project plan, to how to improve work relationships, I have been able to take very real scenarios/problems/discussion points from my job to sessions like coaching and action learning, and they have given me clarity of ways forward, which I have taken back into the workplace.” - Social Leaders Oxfordshire participant

### Audiences

We supported 904 leaders through our learning activities in 2024, a 28% increase from 2023.

We continued to expand and diversify our audience reach, developing programmes for individuals, organisations and communities. This activity was bolstered by new and ongoing partnerships.

## Programmes and courses

A summary of our 2024 programmes and courses is provided below:

### Skills and development for individuals

#### Short courses

We reached 140 individuals through our short courses, based on our leadership development model and social capabilities' framework:

- Discover
- Stepping Into Management
- Management Fundamentals
- Action Learning
- Coaching Skills for Leaders

Whilst all of these courses met our minimum feedback score of 4 out of 5 or above, our Action Learning offer received the highest overall average feedback score of 4.5 out of 5.

“

This training provided me with a valuable opportunity to reflect on my management style and explore potential areas for improvement. As someone who believes in continuous learning, I found this experience to be an excellent platform for both personal growth and enhancing my management skills, as well as strengthening my interpersonal interactions. I have already implemented some of the techniques I learned and shared them with my team, encouraging them to apply these strategies in their own work.

**Management Fundamentals participant**

”

“

It gave me the opportunity to discuss some particular professional development issues as part of the process and gave me confidence to use Action Learning in my work.

**Action Learning participant**

”

“

The highlight really was the interaction with others on the same path through the breakout rooms and the peer learning. It was good to understand that a lot of our personal behaviours are habits developed over time and that coaching is really about learning a new way to be with people, e.g. our teams.

**Coaching Skills For Leaders participant**

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## Guided programmes

Our guided development programmes provide participants from across the sector with leadership skills, knowledge and peer networks. In accordance with our belief that 'leaders grow leaders', these programmes offer a valuable opportunity for participants to meet and learn from like-minded peers, creating an invaluable and ongoing source of support and collaboration.

### *Emerging Leader*

These programmes bring together peers who are passionate about social change and keen to develop their leadership skills to have a greater impact. Through a wealth of online and in-person leadership development interventions, participants build the skills, knowledge and networks needed to harness their passion, effectively lead projects and people and contribute to positive social change.

Key programme impacts:

- Increases confidence and self-awareness, highlighting the skills and strengths that participants already possess and how and where they can be most impactful
- Provides the tools and understanding to grow strengths and develop in new areas
- Broadens peer networks
- Explores and nurtures personal potential
- Enhances ability to communicate effectively and manage difficult conversations and relationships
- Develops healthier working habits and a better understanding of team dynamics

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Reflecting on the expansive nature of the course, it's amazingly good value and I have a network, action learning set and practices that will support me into the next phase of my leadership journey.

**Emerging Leader participant**

“

One of my key goals from the programme was becoming more confident when thinking strategically. I have found [the] modules and the action learning very useful for learning and developing this skill. This will allow me to contribute to the upcoming strategic review in my organisation and to more effectively support our new CEO as they develop our new work plan in the autumn.

**Emerging Leader participant**

“

Broadened my network and scope, introduced me to people and roles/organisations I wouldn't have connected with otherwise or saw myself as being able to be part of.

**Emerging Leader participant**

### *Experienced Leader*

These programmes bring together senior leaders who are passionate about social change and creating a more inclusive and equitable society. Participants engage in a wealth of online and in-person interventions, developing the skills, knowledge and networks to become more effective at leading social change, navigating complex challenges, advocating for systemic change and driving innovation.

Key programme impacts:

- Provided time and space to consider one's leadership strengths, areas for development and professional ambitions
- Improved confidence around decision making, own leadership and primary areas of influence and impact
- Encouraged to analyse team dynamics and explore how best to support, empower and work with and through others
- Offered a supportive and nurturing environment in which to share challenges, seek solutions and enhance networks
- Improve resilience and leadership wellbeing

“

I've actively used a few learnings from the course. One area I used immediately was the Social Graces model - actually with peers outside my organisation but within the sector, and used this as a focus of conversations about inclusivity and the need for opening up spaces to talk about how we operate as organisations and within systems.

**Experienced Leader participant**

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“

It's made me think about the way in which I work with team members who operate quite differently from me and provide better feedback to them.

**Experienced Leader participant**

”

“

I am consciously drawing on the learning, particularly in relation to Empowering Enabler and specifically a coaching approach and embedding mutual feedback processes from the outset.

**Experienced Leader participant**

”

# Learning and Development for Organisations

A selection of our work within social sector organisations:

## *British Council*

We continued our long-running partnership with the British Council, delivering five iterations of the rebranded "Leadership for Gender Equality" programme. Focused on progressing gender equality and addressing the gender gaps in leadership, the course supported social transformation by strengthening skills and networks for gender equality and increasing the participation of women in leadership across the social development and education sectors in Europe and Bangladesh. Over the course of 2024, 157 participants benefited from the programme, which was facilitated by regional facilitators trained by our team.

Key programme impacts:

- Increased confidence in strategic capabilities and better equipped to deal with future leadership issues as a result of completing the course
- Live classrooms provided a safe space to share stories, diverse cross-sector experiences and cultivated a strong and supportive peer environment and network
- Better equipped to empower teams and colleagues
- Provided with a valuable and applicable toolkit of leadership resources and development activities

“

I am inspired to define my fears and confront them, handling what I have control over and not worry about things I have no direct control on.

**Leadership for Gender Equality participant**

”

“

I learnt so many new things and also improved on my public speaking by sharing my thoughts during the live workshop sessions.

**Leadership for Gender Equality participant**

”

“

The live classrooms were amazing! The facilitators were great, the content, the discussions...everything. I really, really enjoyed them and was looking forward to them even after a long and exhausting day! I would like them to be two hours long and to last more weeks. I feel that they finished too soon!

**Leadership for Gender Equality participant**

”

### ***Clare Leadership***

Clare Leadership, our sister organisation, continued to utilise the Discover Your Leadership course. The course was co-designed with them in 2022, a process which involved tailoring our Discover course to the arts and culture sector. 99 people went through the course in 2024.

### ***National Youth Agency***

We worked with The National Youth Agency (NYA) to diagnose and assess their management training needs. Throughout 2025, we will deliver bespoke training through a series of workshops, designed to address the identified development needs and strengthen management capabilities across the organisation. This partnership reflects our strategic commitment to fostering effective leadership and enhancing management practices within the youth sector.

### ***Missing People***

We partnered with the charity Missing People to provide leadership development training for 40 of their managers. Our tailored offering aimed to enhance leadership capabilities and understanding as well as utilise coaching as a powerful tool which can be embedded into their management practice and help cultivate dynamic and adaptable teams of trusted high performers. Delivery on this programme concluded in early 2025.

### ***Rank Foundation - School Leadership Award***

Furthering our partnership with the Rank Foundation, we delivered a social leadership workshop to 50 sixth form students participating in the Foundation's School Leadership Award. Anchoring the session to our 'Know Yourself, Be Yourself, Look After Yourself' principle, the workshop offered these young leaders an introduction to social leadership, starting with building self-awareness, wellbeing and resilience.

### ***Coaching***

Our Find a Coach service continued to connect individuals with qualified coaches who support their personal and professional goals. All coaches in our network have a minimum of seven years' experience and have worked or coached within the social sector, and meet Clare Social Leadership's high standards for quality training.

We continued to partner with the Kets De Vries Institute (KDVI) to offer leadership group training to social sector organisations at a highly discounted rate. Thirteen organisations took part in this training, which utilises a psychodynamic-systemic approach and enables experienced coaches and senior team leaders to develop their skills in creating safe spaces for courageous self-analysis and leadership development.

## Skills and development for communities of place

We placed significant focus on delivery to communities of place in 2024, running local, regional and national offerings in a variety of locations across the UK. An overview of this activity can be found below:

### *Social Leaders Oxfordshire*

Social Leaders Oxfordshire saw 51 participants take part in development activities across two programme streams – one aimed at Emerging Leaders and the other at Voluntary and Community Leaders. The programme concluded in the summer of 2024. The programmes aimed to embed effective and collaborative leadership and revitalise the third sector in Oxfordshire.

Key programme outcomes:

- Increased confidence around leadership abilities and impact
- Enhanced communication skills and increased confidence in expressing ideas and opinions clearly and persuasively
- Greater self-awareness and alignment with personal values and driving forces
- Broadened networks and reduced sense of leadership isolation

My perception of what a leader is has changed, and the programme has helped me feel more empowered and equipped to take on more responsibility at work, more leadership over projects, and to be more outspoken and naturally myself.

**Oxfordshire Voluntary and Community Leader participant**

It's given me more confidence in my professional ability and shown me not to downplay myself so much. I feel more confident in speaking about what I passionately believe in.

**Oxfordshire Voluntary and Community Leader participant**

The improvement in my confidence, and working with my coach, has reinvigorated my vision for a new centre to support children and young people in Oxfordshire that have experienced sexual violence. I am now in the planning stages for this project and am confident that we will be able to launch this amazing new site!

**Oxfordshire, Emerging Leader participant**

Given me the confidence in my own skills and abilities to take on a new role leading a new organisation that stands to have a significant impact on women and girls. I would not have done this had I not been on the course at the time that the opportunity came along.

**Oxfordshire, Emerging Leader participant**

### ***Social Enterprise Leadership Development Programme, West of England (Bristol, Bath & North-East Somerset, North Somerset or South Gloucestershire)***

Our partnership programme with Voscur concluded in March 2024. Aimed at leaders working in the Voluntary, Community and Social Enterprise (VCSE) sector in the West of England, the five-month programme was designed to enhance leadership skills and empower participants to lead confidently, as well as gain access to a thriving peer support network.

“

I can't express how profoundly useful I found (the Lumina Spark) experience. It really made me look at myself without judgement, accept the things I am, and the areas I can work on. This has had a huge impact on my work life and my home life - I wish everyone could do this particular session... I have previously done something similar in the past, and came away feeling criticised which triggered low self-esteem - this couldn't have been more opposite! I came away thinking about what kind of leader I want to be, and how to use my own tools to get there.

“

Some very useful information and techniques to use in my day-to-day working life. In particular, differentiating between 'coaching' and 'mentoring', the balance between 'Task, Team & Individual' as well as Delegation.

### ***Social Leaders Cymru***

2024 saw us continue a series of partnership programmes aimed at a wide representation of sectors and leaders across Wales. Working in partnership with Cwmpas and WCVA, the project aims to support voluntary, community and social enterprise leaders at all stages in their leadership journey and engage with a diverse range of leaders who will inspire the next generation and enable the third sector to thrive. With hybrid offerings taking place in Newport, Wrexham and Swansea, as well as national online programmes for Emerging and Experienced Leaders, the initiative aims to encourage leadership cohesion and collaboration at all leadership levels. Whilst the Newport and Emerging Leader streams components concluded in 2024, delivery on the other streams continues into 2025.

“

I am now more confident as a leader, more aware of my team's motivations, strengths and weaknesses and am able to adapt roles to suit individuals so that they are doing what they are best at.

**Social Leaders Cymru, Emerging Leader participant**

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I am using the SWOB (strengths, weaknesses, opportunities, barriers) analysis to reflect and improve our performance and am seeing progress in the team. My team appreciate the roles they play and feel confident sharing their feedback to enhance learning and achieve excellence.

**Social Leaders Cymru, Emerging Leader participant**

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“

This programme has empowered me to challenge senior management with confidence, and develop a stronger working relationship with project partners. This has impacted on the way I've engaged with my teams, and has improved service delivery on the ground.

**Social Leaders Cymru, Emerging Leader participant**

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### ***Social Leaders North East***

Launched in autumn 2024 in partnership with The Rank Foundation and aimed at voluntary, community and social enterprise leaders in Sunderland, Middlesbrough and Redcar & Cleveland, this programme aims to strengthen and support the sector as it works to tackle the unique challenges faced by the region as a result of austerity and the cost of living crisis. By building resilience, confidence and a strong support network this capacity-building programme aims to nourish and replenish leadership and innovation in these uncertain times. Delivery of the programme will conclude in 2025.

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Even at the halfway point it has had a massive impact on how I communicate, how I view myself as a leader and how I run my team, as well as the understanding of the community I sit within.

**Social Leaders North East, participant**

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## Skills and development for communities of practice

### *Institute of Chartered Foresters*

We continued to partner with the Institute of Chartered Foresters (ICF) in 2024, launching a second Emerging Leader programme aimed at those working and volunteering in the forestry and arboricultural sector across the UK. Incorporating learnings from the first iteration, the hybrid programme brings together 33 environmental leaders looking to enhance their leadership and develop the skills necessary to positively impact the sector and lead through the climate and biodiversity crisis.

We have also been collaborating with Year 1 alumni, who have proved to be exceptional ambassadors and advocates of the programme, encouraging peers and colleagues to apply and participate in the second iteration, which concludes in 2025:

“

This course offers so much more than other leadership programmes – it helps you understand and look after yourself both in and out of work.

**Year 1 participant**

”

“

As a result of undertaking the programme, I had an awakening that has really sparked my interest in the key resourcing issues our sector faces, and I am motivated to drive these challenges forward. I have become more confident and more assertive in my role and learnt skills I can use every day.

**Year 1 participant**

”

### *Rise Up*

We were delighted to continue to work alongside London Youth as a delivery partner on London's Violence Reduction Unit's Rise Up Programme for the fourth year running. Aimed at frontline youth practitioners, our involvement included general consultancy and programme design support as well as delivering leadership development workshops, Action Learning and coaching to 32 participants from the September 2024 intake. Delivery continues into 2025.

You can find a summary of our 2024 activity in our end-of-year video!



### Digital platforms and systems

The majority of our guided programmes are hybrid in their delivery approach, and we continue to rely on digital platforms and systems across all of our programmes. This hybrid format enables us to meet our aim of making leadership development affordable and accessible to the sector.

### Achievements and performance - Key Performance Indicators (KPIs)

Clare Social Leadership's vision is of a society enriched by a diverse and inclusive social sector led by individuals with lived and learned experience. These individuals possess the capabilities and ethical values which enable them to lead with skill and efficiency, and are equipped to meet the evolving challenges of the 21st century.

To monitor and evaluate our vision, we present three important KPIs: (1) the number of leaders reached; (2) the ethnic diversity of leaders reached; and (3) the programmes' impact on leaders, their organisations and communities.

#### 1. Number of leaders reached

|             | 2016 | 2017 | 2018 | 2019  | 2020 | 2021 | 2022 | 2023   | 2024 |
|-------------|------|------|------|-------|------|------|------|--------|------|
| Total reach | 173  | 243  | 543  | 453   | 835  | 1160 | 1090 | 680    | 904  |
| % increase  |      | 40%  | 123% | (17%) | 84%  | 39%  | (6%) | (38%)* | 33%  |

\*In 2023 the reduction in participant numbers was a strategic decision, as resources were allocated to internal capacity building and enhancing quality standards this year.

## **2. Diversity of leaders reached**

Clare Social Leadership is committed to achieving and promoting equity and diversity both within our organisation and through our work and activities. When it comes to diversity monitoring, we request the following information on an optional basis on our guided programmes:

- Age
- Disability (according to the terms given in the Equality Act 2010)
- Learning needs
- Gender
- Sexual orientation
- Ethnic background
- Religious/belief group
- Level of education (Social Leaders Cymru programmes only)

In 2024, 21% of participants across our programmes were from a Black or racially minoritised background. 15% of participants identified as having a disability, according to the terms given in the Equality Act 2010. Please note that we do not currently capture diversity monitoring information on our short courses, or on contracted activities. This is currently under review.

## **3. Programme Impact**

Our unique approach is proven to work and has consistently delivered impact within the social sector. We measure our programmes' overall impact at two key touch points through a combination of surveys and written or verbal testimonials at: (1) programme end; and (2) six months post-programme.

End of programme analysis of our Fellows indicates that:

- 88% have grown in confidence since completing their programme
- 86% feel they have expanded their networks
- 82% consider themselves a better leader and social leader
- 82% reported being better at working with and through others
- 82% reported themselves as being more resilient

We would like to extend our deepest gratitude to our many funders and partners who have enabled us to continue to offer high quality and much needed support to social sector leaders.

# Financial Review

## Income

Clare Social Leadership is supported through grant funding from foundations, trusts and corporate sponsors. In 2024, the most significant grants were awarded by The National Lottery Community Fund. This included £191,826 as part of the first year of a five-year funded Leadership Lighthouses Programme to support the leadership development of people from Black and racially minoritised communities. Additionally, £64,664 was received for the second year of Social Leaders Cymru, the leadership development programme in Wales. Further support included a contribution of £21,246 from former trustee Tina Alexandrou, allocated to our Data Optimisation project.

Total income for the year was £723,543. This is an overall increase of 24% from 2023 (£583,643), and in line with our expectations given a challenging operational climate. Within this total, there was a substantial increase in restricted income, rising from £74,013 in 2023 to £315,948 in 2024 – an increase of £241,935 (327%). Unrestricted income from charitable activities also grew significantly, increasing by 15% from £328,408 in 2023 to £376,946 in 2024. This growth aligns with our business plan to expand both restricted and unrestricted income streams.

Trustees are very grateful to The Rank Foundation for the unrestricted grant funding of £100,000 over a three-year period from 2023-2025.

Trustees wish to thank all of our funders in 2024:

- The National Lottery Community Fund
- The Rank Foundation
- Tina Alexandrou
- John Moores Foundation
- Coutts Charitable Foundation

Reports are made to funders each year updating them on the progress of the programme and the contribution their funding has made to enable this.

## Expenditure

Total spending for the year was £740,924 – representing an increase of 10% from the previous year's expenditure of £676,096 and in line with the additional funded activities outlined above. However, we are continuing our review of our cost-base structure as part of our business improvement plan, leading to a more cost effective delivery of our programmes in 2024.

## Movement of funds

Restricted funds at year-end 2024 are £234,532 (£128,350 in 2023), an increase of £106,182, primarily reflecting the timing and delivery of place-based programmes in Wales and the North East of England and the Leadership Lighthouses Programme, with the corresponding balance of restricted funds being held as restricted reserves to fund this activity during 2025.

Unrestricted reserves were lower this year, £123,220 (£246,783 in 2023), reflecting an in-year deficit of £123,563, comparable with the previous year (£129,578 in 2023). There are several factors within this, though due primarily to the lower amount of unrestricted donations in 2024 – £25,000 (£175,000 in 2023). We are continuing to develop more diverse income streams as part of our growth strategy in 2025.

## **Reserves**

Trustees have a policy of holding a free reserve to cover three months of core operational expenditure (staff and office costs). This was met across 2024, with unrestricted general reserves of £123,220 as at 31 December 2024.

Our level of reserves will be particularly important as we continue to manage the negative effects of Covid-19 and the cost-of-living crisis on our core business of providing guided, hybrid programmes. Increased emphasis has been placed on further developing our role as facilitator, thought leader and digital provider of leadership development in the social sector, as explained in the section below, Plans for 2025.

## **Structure, governance and management**

The Clare Social Leadership Programme, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, last updated on 14 December 2019.

Trustees are recruited by the agreement of the board of trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity. All trustees are encouraged to take up relevant training, briefings and conferences.

Trustees regularly review the progress of the charity and its funding. The Audit and Risk Committee reviews the risks, controls and financial management of the charity. Trustees are responsible for setting the strategy for Clare Social Leadership and securing both the public benefit delivered through its outcomes and impact, and the sustainability of the charity. The trustees are responsible for the appointment of the Chief Executive.

## **Major risks and uncertainties**

The major risks to the charity have been identified in a comprehensive risk register and the management of these is monitored by the Audit and Risk Committee on a quarterly basis. This register is also reviewed by all trustees as part of the board papers with each board meeting.

To ensure we continue to improve the quality and impact of our activities, we have taken proactive steps to address potential challenges and strengthen our foundations. These actions were guided by a careful assessment of the highest rated risks that could affect our ability to deliver. We have demonstrated the tangible impact of our programmes and the increasing demand for skilled and effective social leaders, while also implementing a plan to diversify income streams to secure long-term sustainability.

Advocacy at the sector level remains a priority, as we actively engage with sector leaders to highlight the importance of leadership development, ensuring that our programmes remain accessible, with fees kept as low as possible. Additionally, we have established robust resources, insurance and business continuity plans to effectively manage any disruptions caused by planned or unplanned staff absences.

Among the highest-rated risks identified were: the deprioritisation of training and development within the sector; a decrease in income due to the ongoing cost-of-living crisis; and challenges in staffing capacity and staff absences. Addressing these risks has allowed the organisation to reinforce its ability to respond to challenges, maintain operational excellence and continue supporting the development of leaders who drive meaningful change across the social sector.

## Plan for 2025

In 2025 we will celebrate 15 years of supporting social leaders to thrive. Since our first programme in 2010, we have supported nearly 3,700 social change organisations, from grassroots organisations through to super-major charities. We have trained and developed over 5,000 social leaders, empowering them to transform the lives of their beneficiaries, communities and the world around them. Our fellows work across many complex causes including disability, equality, women's rights, homelessness, youth, migration services and ex-prisoner reform.

As we look to the future, we remain committed to achieving our vision of a society enriched by a social sector led with skill, efficiency and ethical values. Our plans for 2025 will see us continue to respond to the needs of the sector and drive forward our efforts to increase the reach and accessibility of our programmes to ensure that social purpose organisations have effective and resilient leadership.

- We remain firmly committed to fostering a diverse and inclusive leadership landscape. We will launch a number of fully funded and bespoke programmes to equip marginalised and underrepresented individuals with the vital skills and development they need to thrive. We will support leaders with lived experience of the communities they serve, helping to unlock the immense potential of these leaders, building a better, more equitable future for all. We will also continue to review our programmes and operations to reduce and remove barriers to engagement, increasing the accessibility and impact of our programmes.
- We will build on the success of our place-based programmes, with a focus on communities where the social sector is struggling and facing significant challenges as the result of increased demand and depleted resources.
- We will continue to respond to the sector's current and emerging needs, adapting existing programmes and developing new initiatives. We will review our long-standing programmes to ensure they remain relevant, impactful and meet today's needs of emerging and experienced social leaders. Alongside this, we will take an agile and responsive approach to support leaders to navigate the individual and organisational implications of societal unrest and emerging trends that are or will impact how the social sector operates.
- We will continue to grow our dedicated Organisational Learning and Development offer, curating bespoke training for social purpose organisations so they can better achieve organisational goals, support stakeholders, enhance services and advocate for their cause more effectively.

## Statement of trustee responsibilities

The trustees (who are also directors of the Clare Social Leadership Programme for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK GAAP).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **Auditors**

Knox Cropper were reappointed as the charitable company's auditors during the period and have expressed their willingness to continue in that capacity.

The trustees' report has been prepared in accordance with the special provisions applicable to companies, subject to the small companies' regime.

Approved by the trustees on 30th June 2025 and signed on their behalf by



**Vyla L. Rollins - Chair of Board of Trustees**

## Appendix I: Trustee Biographies

We take good governance seriously, and our board of trustees is the backbone of this. Our trustees come from across a wide range of sectors and have taken diverse career paths. This is a wealth of experience and expertise that makes for a strong Clare Social Leadership board.

### Vyla L. Rollins, Chair

Vyla is an Organisational Psychologist who has worked as a global strategic organisational effectiveness consultant in the private, public and voluntary sectors for over 30 years. She is currently the Executive Director of London Business School's (LBS) Leadership Institute. The Institute seeks to research and explore a myriad of issues related to leadership and leading, as well as discuss and challenge perceptions of leadership, present ideas about the future of leadership and their attributes. Vyla also designs and delivers on selected bespoke educational programmes delivered by LBS's Executive Education Department, as well as coaching on a number of degree and customised Executive Education programmes at LBS. She is also a Managing Director of Rubato Global Consulting Limited.

### Annabel Gillard

Annabel advises clients on ethics and organisational culture in an AI-driven future workplace and its role in building trust in a digital economy. She co-founded LSE FORGOOD, advising corporate clients on ethical applications of behavioural science, and 'Conversations on AI', a cross-sector tech ethics network, and is a member of the City of London Corporation's 'Women Pivoting to Digital' taskforce. Previously she spent over 20 years building institutional businesses in asset management and she serves on the Trustee Board of Clare Social Leadership, and the advisory committees of the Institute of Business Ethics and Blueprint for Better Business. She has an MA in Philosophy and AI, an MSc in Behavioural Science and is a CFA charter holder.

### Jonathan Hopkins

Jonathan established Citadel Policy & Communications in 2005, as consultancy specialist in public policy, stakeholder engagement and campaigns. He was previously a director of PR-agencies and a political adviser in parliament and for an education union, working across government and media. His greatest experience is in support of education, youth work, social justice and inclusion, working with charities and community organisations alongside public bodies and civic leaders. Throughout his career Jonathan has sought to distil complex social issues to offer insights and recommendations which help affect positive change, including advocacy and support of young people. An experienced charity trustee, he was also founding chair of Abingdon Learning Trust in Oxfordshire.

## Gabby Jahanshahi-Edlin

Gabby helps purpose-led solopreneurs and organisations build confidence, create trust and drive engagement and growth through strategic, human-centred brand communications. She is an award-winning social entrepreneur herself, founding the groundbreaking menstrual equity charity, Bloody Good Period in 2016, where she held the role of CEO before stepping down in 2022. Alongside BGP, she co-founded Bloody Good Employers, helping companies improve their communications, culture and policies around menstruation and menopause and which was named a Natwest Top 100 Social Enterprise and won the 2024 NatWest award for Equality among other accolades since. Gabby has been named a Top Changemaker by the Evening Standard, as one of The Progress 1000: London's most influential people 2018; a Top 50 Trailblazers in Gender Equality 2021 by We Are The City and one of 100 trailblazers redefining the creative industry 2019 by The Dots. Most recently she was awarded the Newcastle University Award for Civic and Social Contribution. She is a trustee for Clare Social Leadership, and an Ambassador for Huckletree.

## Nicola Kidston

Nicola brings over 25 years of experience in the social sector, leading organisations dedicated to creating positive futures with young people. Most recently, until April 2025, she served as Co-CEO at Peer Power Youth, a social justice charity that co-creates system change alongside young people with lived experience of trauma. Nicola now works as a coach and team consultant, supporting social sector leaders to deepen their impact through others. Nicola is passionate about building strong, collaborative teams and partnerships that drive innovation, scale, and embed programmes for national impact - achievements she has delivered in both education and youth sector contexts. Her previous roles include Head of Programme (English as an Additional Language) at The Bell Foundation, where she developed digital and blended models to scale training and resources for schools, alongside providing thought leadership and sharing best practices. As Director of Development and Partnerships at the Foyer Federation, she developed and expanded programmes for young people experiencing homelessness across the Foyer network. Earlier in her career, Nicola held a variety of management and youth justice roles at SOVA, Leeds Youth Offending Service, and the ReachOut Project. A Clare Social Leadership Fellow since 2016, Nicola continues to connect with her peer group for inspiration, learning, and development.

## **Mila Lukic OBE**

Mila founded and leads Bridges Outcomes Partnerships (BOP). Bridges Outcomes Partnerships use outcomes partnerships to radically improve human services and environmental initiatives to improve outcomes for people and value for society. BOP supports programmes dedicated to empowering people across the world to improve their lives, in areas ranging from education and wellbeing to housing, child protection, employment and environmental protection. Mila is on the boards of North East Lincs Thrive, Ways to Wellness, Education Outcomes Partnerships, along with family, employment, and refugee support focused programmes. Prior to BOP, Mila's career spanned private, public and third sector. Mila helped create and run Education Generation, a crowdsourcing social enterprise focused on enabling young leaders in low- and middle-income countries to participate in some of the world's most forward-thinking education programmes.

## **Marcel Mballa-Ekobena**

Marcel is the Director of Corporate Integration at the IFRS Foundation and has over 18 years of experience as an Executive Director in Investment Banking, ESG and Impact across four continents at JPMorgan, HSBC, and IFC - World Bank Group. A former mentor on the HM Government funded Help To Grow Course for SMEs, Marcel is a London Business School Sloan Fellow in Leadership and Strategy, holds a Master's in Investment Banking from the ICMA Centre, The University of Reading, and an Exec-Ed in Artificial Intelligence and Machine Learning from Imperial College.

## **Simon Miller**

Simon is Director of Public Affairs and Regional Affairs at Virgin Media O2, where his responsibilities have included communicating the company's work to support youth skills and social action, online safety, decarbonisation, and digital inclusion. In this role he has worked extensively with national government, other businesses and the third sector. Earlier in his career he held senior public affairs and corporate policy consultancy roles at Hill + Knowlton Strategies, APCO and Instinctif, as well as in-house roles in the transport and charity sectors.

## **Clive Sparrow**

Clive brings extensive expertise as a Trustee and Non-Executive Director, with a proven track record in management consulting and driving transformative change. His sector specialties are: charities; government; the NHS; and regulation. Clive had a successful career as a management consultant with two professional services firms: Grant Thornton and PricewaterhouseCoopers (PwC). For three years, he worked as a Director in HM Treasury, driving the delivery of Europe's largest change programme. He has set up and led two profitable start-up companies. Clive is a Fellow of the Association of Chartered Certified Accountants, a Chartered Public Finance Accountant and a member of the Healthcare Financial Management Association. He holds a degree in Economics from the University of Nottingham.

## Trustees who stepped down during 2024

### **Sir Ciarán Devane (Chair)**

Sir Ciarán is the Chair of the Irish health service (the HSE), the Director of the Centre for Trust, Peace, and Social Relations at Coventry University and a trustee of Friends of Europe and of the British-Irish Association. A chemical engineer by training, Sir Ciarán had a twenty-year career in industry and management consulting before becoming Chief Executive of Macmillan Cancer Support and subsequently Chief Executive of the British Council. He has served on the Board of NHS England, and of Social Finance Limited. In 2015 he was knighted for services to cancer patients.

### **Patrick Stevens**

Patrick Stevens trained as a Chartered Accountant in Norfolk, his original home. After that he spent his career as an accountant in practice in London. For 17 years he was a Partner and a Managing Partner in Ernst and Young. On retiring from practice, he spent three years as Tax Policy Director at the Chartered Institute of Taxation. Since then, he has taken on various voluntary roles, including trustee and treasurer of Sussex Community Foundation and Resolution Foundation.

### **Lisa McGinnes**

Lisa is a seasoned sustainability expert with over 15 years of experience in risk and compliance within the financial services industry. Her expertise lies in educating and empowering global stakeholders to navigate the complexities of ESG (Environmental, Social, and Governance) risks and opportunities, while actively contributing to the enhancement of global governance and risk frameworks to mitigate identified ESG risks. Committed to promoting diversity, equity, and inclusion (DE&I), Lisa champions the pivotal role these principles play in fostering innovation and inclusivity within organisations.

## Appendix II: Senior Leadership Team Biographies

As of June 2025

### **Nadia Alomar - Chief Executive**

Nadia's passion for social change has driven her career in the social sector. She has specialised in strategic communications and investor relations within national and global non-profit organisations, with an emphasis on strategic development, income generation and audience growth. Together with the team, Nadia is committed to breaking down leadership barriers to create an equitable and thriving social sector.

### **Stephen Pugsley - Director of Finance and Resources**

Stephen has responsibility for the finance, IT, HR and board governance functions. He has over 30 years' experience working in the non-profit sector in similar roles across a range of organisations including Victim Support, Media Trust, St Christopher's Fellowship and the Royal Society of Medicine, also as treasurer of a youth charity. Stephen is passionate about working in the social sector and the impact it has in creating social change.

### **Jenny Munday - Director of Development**

Jenny is responsible for the fundraising efforts within the organisation and in close collaboration, the development of new programmes and projects. A Clare Social fellow herself, Jenny's career has focused on supporting individuals, organisations and systems to thrive within the non-profit sector - to which leadership development has been central. Jenny is a small charities' advisor, trustee and a qualified action learning facilitator, driven by her commitment to social justice.

### **Amit Chadda - Director Programmes**

Amit is responsible for the strategic development of our leadership programmes. Amit has a background in education leadership, more recently working as a leadership and learning development specialist in the charity sector. Amit also serves as a Non-Executive Director for a non-profit working at the intersection of human values and culture change. He is deeply committed to social justice and is passionate about developing and empowering leaders to bring about social change.

# Independent Auditor's Report to the Members of Clare Social Leadership Programme

## Opinion

We have audited the financial statements of Clare Social Leadership Programme (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis of opinion

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

## Conclusions relating to going concern

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 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.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

## Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees, 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 included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

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

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

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

## 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 determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 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

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.

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:

- The Charitable Company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

## Use of the audit report

This report is made solely to the charitable company's member 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 member for our audit work, for this report or for the opinions we have formed.



Richard Billinghamurst FCA  
Senior Statutory Auditor  
for and on behalf of Knox Cropper LLP  
Chartered Accountants and Registered Auditors  
65 Leadenhall Street London EC3A 2AD

30th June 2025

# Statement of Financial Activities 2024

## The Clare Social Leadership Programme

### Statement of financial activities (incorporating an income and expenditure account)

#### For the year ended 31 December 2024

|                                                                            | Note | Unrestricted<br>£ | Restricted<br>£ | 2024<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2023<br>Total<br>£ |
|----------------------------------------------------------------------------|------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| <b>Income from:</b>                                                        |      |                   |                 |                    |                   |                 |                    |
| Donations and legacies                                                     | 2    | 25,000            | -               | <b>25,000</b>      | 175,000           | -               | 175,000            |
| Charitable activities                                                      | 3    |                   |                 |                    |                   |                 |                    |
| Guided Programmes                                                          |      | 203,774           | -               | <b>203,774</b>     | 148,596           | -               | 148,596            |
| Online learning                                                            |      | 8,025             | -               | <b>8,025</b>       | 13,644            | -               | 13,644             |
| Organisational Learning and Development                                    |      | 165,147           | -               | <b>165,147</b>     | 166,168           | -               | 166,168            |
| Community Programmes                                                       |      | -                 | 315,948         | <b>315,948</b>     | -                 | 74,013          | 74,013             |
| Investments                                                                |      | 5,649             | -               | <b>5,649</b>       | 6,222             | -               | 6,222              |
| <b>Total income</b>                                                        |      | <b>407,595</b>    | <b>315,948</b>  | <b>723,543</b>     | <b>509,630</b>    | <b>74,013</b>   | <b>583,643</b>     |
| <b>Expenditure on:</b>                                                     |      |                   |                 |                    |                   |                 |                    |
| Raising funds                                                              | 4    | 82,697            | -               | <b>82,697</b>      | 85,198            | -               | 85,198             |
| Charitable activities                                                      | 4    |                   |                 |                    |                   |                 |                    |
| Guided Programmes                                                          |      | 241,152           | -               | <b>241,152</b>     | 291,226           | -               | 291,226            |
| Online learning                                                            |      | 8,383             | -               | <b>8,383</b>       | 26,953            | -               | 26,953             |
| Organisational Learning and Development                                    |      | 198,926           | -               | <b>198,926</b>     | 235,831           | -               | 235,831            |
| Community Programmes                                                       |      | -                 | 209,766         | <b>209,766</b>     | -                 | 36,888          | 36,888             |
| <b>Total expenditure</b>                                                   | 4    | <b>531,158</b>    | <b>209,766</b>  | <b>740,924</b>     | <b>639,208</b>    | <b>36,888</b>   | <b>676,096</b>     |
| <b>Net income / (expenditure) for the year</b>                             |      | <b>(123,563)</b>  | <b>106,182</b>  | <b>(17,381)</b>    | <b>(129,578)</b>  | <b>37,125</b>   | <b>(92,453)</b>    |
| Transfers between funds                                                    |      | -                 | -               | -                  | -                 | -               | -                  |
| <b>Net income / (expenditure) before other recognised gains and losses</b> |      | <b>(123,563)</b>  | <b>106,182</b>  | <b>(17,381)</b>    | <b>(129,578)</b>  | <b>37,125</b>   | <b>(92,453)</b>    |
| <b>Net movement in funds</b>                                               |      | <b>(123,563)</b>  | <b>106,182</b>  | <b>(17,381)</b>    | <b>(129,578)</b>  | <b>37,125</b>   | <b>(92,453)</b>    |
| <b>Reconciliation of funds:</b>                                            |      |                   |                 |                    |                   |                 |                    |
| Total funds brought forward                                                |      | 246,783           | 128,350         | <b>375,133</b>     | 376,361           | 91,225          | 467,586            |
| <b>Total funds carried forward</b>                                         | 16   | <b>123,220</b>    | <b>234,532</b>  | <b>357,752</b>     | <b>246,783</b>    | <b>128,350</b>  | <b>375,133</b>     |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

The notes on pages 38 to 47 form part of these financial statements

## The Clare Social Leadership Programme

Company no. 07222275

### Balance sheet

As at 31 December 2024

|                                                | Note | £       | 2024<br>£ | £       | 2023<br>£ |
|------------------------------------------------|------|---------|-----------|---------|-----------|
| <b>Fixed assets:</b>                           |      |         |           |         |           |
| Tangible assets                                | 10   |         | -         |         | -         |
|                                                |      |         | -         |         | -         |
| <b>Current assets:</b>                         |      |         |           |         |           |
| Debtors                                        | 11   | 132,844 |           | 116,345 |           |
| Cash at bank and in hand                       |      | 412,215 |           | 371,867 |           |
|                                                |      | 545,059 |           | 488,212 |           |
| <b>Liabilities:</b>                            |      |         |           |         |           |
| Creditors: amounts falling due within one year | 12   | 187,307 |           | 113,079 |           |
| <b>Net current assets / (liabilities)</b>      |      |         | 357,752   |         | 375,133   |
| <b>Total net assets / (liabilities)</b>        | 15   |         | 357,752   |         | 375,133   |
| <b>The funds of the charity:</b>               | 16   |         |           |         |           |
| Restricted income funds                        |      |         | 234,532   |         | 128,350   |
| Unrestricted income funds:                     |      |         |           |         |           |
| General funds                                  |      | 123,220 |           | 246,783 |           |
| Total unrestricted funds                       |      |         | 123,220   |         | 246,783   |
| <b>Total charity funds</b>                     |      |         | 357,752   |         | 375,133   |

Approved by the Trustees on 30th June 2025 and signed on their behalf by



Vyla L. Rollins - Chair of Board of Trustees

30th June 2025

## The Clare Social Leadership Programme

### Statement of cash flows

For the year ended 31 December 2024

|                                                              | Note  | 2024                                     | 2023                                     |                                 |
|--------------------------------------------------------------|-------|------------------------------------------|------------------------------------------|---------------------------------|
|                                                              |       | £                                        | £                                        |                                 |
| <b>Net income / (expenditure) for the reporting period</b>   |       | <b>(17,381)</b>                          | <b>(92,453)</b>                          |                                 |
| Depreciation charges                                         |       | -                                        | 1,495                                    |                                 |
| Dividends, interest and rent from investments                |       | <b>(5,649)</b>                           | <b>(6,221)</b>                           |                                 |
| (Increase)/decrease in debtors                               |       | <b>(16,499)</b>                          | <b>(23,429)</b>                          |                                 |
| Increase/(decrease) in creditors                             |       | <b>74,228</b>                            | <b>(94,888)</b>                          |                                 |
| <b>Net cash from/(used in) operating activities</b>          |       | <b>34,699</b>                            | <b>(215,496)</b>                         |                                 |
| <b>Cash flows from investing activities:</b>                 |       |                                          |                                          |                                 |
| Dividends, interest and rents from investments               | 5,649 |                                          | 6,222                                    |                                 |
| <b>Net cash provided by / (used in) investing activities</b> |       | 5,649                                    | 6,222                                    |                                 |
| <b>Net cash provided by / (used in) financing activities</b> |       | -                                        | -                                        |                                 |
| <b>Change in cash and cash equivalents in the year</b>       |       | 40,348                                   | (209,274)                                |                                 |
| Cash and cash equivalents at the beginning of the year       |       | 371,867                                  | 581,141                                  |                                 |
| <b>Cash and cash equivalents at the end of the year</b>      |       | <b>412,215</b>                           | <b>371,867</b>                           |                                 |
| <b>Analysis of cash and cash equivalents</b>                 |       |                                          |                                          |                                 |
|                                                              |       | <b>At 31<br/>December<br/>2024<br/>£</b> | <b>At 31<br/>December<br/>2023<br/>£</b> |                                 |
| Cash in hand and at bank                                     |       | 412,215                                  | 371,867                                  |                                 |
| <b>Total cash and cash equivalents</b>                       |       | <b>412,215</b>                           | <b>371,867</b>                           |                                 |
| <b>Analysis of changes in net debt</b>                       |       |                                          |                                          |                                 |
|                                                              |       | <b>At Start of<br/>year<br/>£</b>        | <b>Cashflows<br/>£</b>                   | <b>At end of<br/>year<br/>£</b> |
| Cash in hand and at bank                                     |       | 371,867                                  | 40,348                                   | 412,215                         |

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2024

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#### 1 Accounting policies

##### a) Company information

Clare Social Leadership Programme is a charitable company limited by guarantee registered in England with registration number 07222275. Its registered office address is 7 Bell Yard, London WC2A 2JR.

##### b) Basis of preparation

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 (FRS 102) (effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Update Bulletin 2, and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

##### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

##### d) Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment in respect of a period of one year from the date of approval of the financial statements.

Annual budgets have been revised taking the current fall in income into account with prudent figures for both income and expenditure. The charity holds reserves over and above the reserves policy and has liquid assets in the form of cash held in short term deposits.

For this reason the trustees continue to adopt the going concern basis in preparing the financial statements.

##### e) Income

Income, including from Government and other grants, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income for programmes spanning two or more accounting periods is allocated over the period to which it relates in order to more accurately recognise the performance conditions associated with this income. Income received in advance of delivery of a specified service is deferred until the criteria for income recognition is met.

##### f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or has received the service. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2024

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#### 1 Accounting policies (continued)

##### g) Interest receivable

Interest on funds held on deposit is included when receivable.

##### h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

##### i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- ☐ Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- ☐ Expenditure on charitable activities includes the costs of offering fellowships and delivering related services undertaken to further the purposes of the charity and their associated support costs.
- ☐ Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

##### j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

|                                                                  |     |
|------------------------------------------------------------------|-----|
| <input type="checkbox"/> Guided Programmes                       | 49% |
| <input type="checkbox"/> Online learning                         | 2%  |
| <input type="checkbox"/> Organisational Learning and Development | 38% |
| <input type="checkbox"/> Community Programmes                    | 11% |

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Governance costs, which are considered a category of support costs, are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

##### k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                                             |         |
|---------------------------------------------|---------|
| <input type="checkbox"/> Computer Equipment | 3 years |
|---------------------------------------------|---------|

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2024

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#### 1 Accounting policies (continued)

##### l) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

##### Financial assets

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

##### Financial Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

##### n) Pensions

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accruals basis.

##### o) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

##### p) Significant accounting policies

In the application of the company's accounting policies, the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2024

#### 2 Income from donations

|                     | Unrestricted<br>£ | Restricted<br>£ | 2024 total<br>Total<br>£ | 2023<br>Total<br>£ |
|---------------------|-------------------|-----------------|--------------------------|--------------------|
| Rank Foundation     | 25,000            | -               | 25,000                   | 50,000             |
| This Day Foundation |                   | -               | -                        | 125,000            |
|                     | <u>25,000</u>     | <u>-</u>        | <u>25,000</u>            | <u>175,000</u>     |

All income in 2024 was unrestricted

#### 3 Income from charitable activities

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2024<br>Total<br>£ | 2023<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|--------------------|--------------------|
| Guided Programmes                       | 203,774           | -               | 203,774            | 148,596            |
| Online learning                         | 8,025             | -               | 8,025              | 13,644             |
| Organisational Learning and Development | 165,147           | -               | 165,147            | 166,168            |
| Community Programmes                    | -                 | 315,948         | 315,948            | 74,013             |
| Total income                            | <u>376,946</u>    | <u>315,948</u>  | <u>692,894</u>     | <u>402,421</u>     |
| Total income from charitable activities | <u>376,946</u>    | <u>315,948</u>  | <u>692,894</u>     | <u>402,421</u>     |

Income in 2024 comprised of unrestricted income of £376,946 (2023: £328,408) and restricted income of £315,948 (2023: £74,013).

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

4 Analysis of expenditure

|                                    | Cost of<br>raising funds<br>£ | Guided<br>Programmes<br>£ | Online<br>learning<br>£ | Organisation<br>al Learning<br>and<br>Development<br>£ | Community<br>Programmes<br>£ | Governance<br>costs<br>£ | Support costs<br>£ | 2024 Total<br>£ | 2023 Total<br>£ |
|------------------------------------|-------------------------------|---------------------------|-------------------------|--------------------------------------------------------|------------------------------|--------------------------|--------------------|-----------------|-----------------|
| Staff costs (Note 6)               | 73,684                        | 51,362                    | 1,200                   | 41,846                                                 | 121,369                      | -                        | 77,027             | 366,489         | 352,041         |
| Central tuition                    | -                             | 50,487                    | 2,250                   | 68,294                                                 | 53,798                       | -                        | -                  | 174,830         | 150,966         |
| Residential costs                  | -                             | 48,545                    | -                       | 20,333                                                 | 13,106                       | -                        | -                  | 81,984          | 59,004          |
| Other programme delivery costs     | -                             | 444                       | -                       | 510                                                    | 1,577                        | -                        | -                  | 2,532           | 2,096           |
| Marketing, website and database    | -                             | 1,681                     | 1,466                   | -                                                      | -                            | -                        | 45,405             | 48,552          | 43,286          |
| Staff travel and other staff costs | 1,570                         | -                         | -                       | -                                                      | 1,371                        | -                        | 4,659              | 7,600           | 4,381           |
| Programme development              | -                             | -                         | -                       | -                                                      | -                            | -                        | -                  | -               | -               |
| Rent and utilities                 | -                             | -                         | -                       | -                                                      | -                            | -                        | 11,686             | 11,686          | 11,144          |
| Office costs                       | 267                           | -                         | -                       | -                                                      | -                            | -                        | 25,100             | 25,368          | 35,546          |
| Legal & professional               | 7,175                         | -                         | -                       | -                                                      | -                            | 11,558                   | 3,152              | 21,885          | 16,138          |
| Grant repayment                    | -                             | -                         | -                       | -                                                      | -                            | -                        | -                  | -               | -               |
| Bad debts                          | -                             | -                         | -                       | -                                                      | -                            | -                        | -                  | -               | -               |
| Depreciation                       | -                             | -                         | -                       | -                                                      | -                            | -                        | -                  | -               | 1,495           |
|                                    | 82,697                        | 152,519                   | 4,916                   | 130,983                                                | 191,222                      | 11,558                   | 167,029            | 740,924         | 676,097         |
| Support costs                      | -                             | 82,232                    | 3,216                   | 63,036                                                 | 18,544                       | -                        | (167,029)          | -               | -               |
| Governance costs                   | -                             | 6,401                     | 250                     | 4,907                                                  | -                            | (11,558)                 | -                  | -               | -               |
| <b>Total expenditure 2024</b>      | <b>82,697</b>                 | <b>241,152</b>            | <b>8,383</b>            | <b>198,926</b>                                         | <b>209,766</b>               | <b>-</b>                 | <b>-</b>           | <b>740,924</b>  | <b>676,097</b>  |
| <b>Total expenditure 2023</b>      | <b>85,198</b>                 | <b>291,226</b>            | <b>26,952</b>           | <b>235,833</b>                                         | <b>36,888</b>                | <b>-</b>                 | <b>-</b>           | <b>676,097</b>  |                 |

Of the total expenditure, £531,158 was unrestricted (2023: £639,208) and £209,766 was restricted (2023: £36,888).

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2024

#### 5 Net incoming resources for the year

This is stated after charging / crediting:

|                                         | 2024<br>£ | 2023<br>£ |
|-----------------------------------------|-----------|-----------|
| Depreciation                            | -         | 1,495     |
| Auditors' remuneration (excluding VAT): |           |           |
| Audit                                   | 9,768     | 10,288    |
| Trustees' expenses                      | -         | -         |

#### 6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

|                                                                 | 2024<br>£      | 2023<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 328,030        | 314,955        |
| Social security costs                                           | 31,738         | 29,973         |
| Employer's contribution to defined contribution pension schemes | 6,720          | 4,951          |
|                                                                 | <b>366,488</b> | <b>349,880</b> |

The following number of employees received employee benefits (excluding employer pension costs) during the year in bandings of costs greater than £60,000:

|                   | 2024<br>No. | 2023<br>No. |
|-------------------|-------------|-------------|
| £60,000 - £69,999 | -           | -           |
| £70,000 - £79,999 | 1           | 1           |

The total employee benefits including pension contributions of the key management personnel, made up of the Chief Executive Officer, the Director of Finance & Operations, the Director of Leadership Programmes, and the Director of Development, were £258,461 (2023: £253,377).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

During the year, trustee was reimbursed travel expenses of £165 (2023: nil).

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2024

#### 7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                                         | 2024<br>No. | 2023<br>No. |
|-----------------------------------------|-------------|-------------|
| Cost of raising funds                   | 1.0         | 1.1         |
| Guided Programmes                       | 1.2         | 1.8         |
| Online learning                         | 0.1         | 0.2         |
| Organisational Learning and Development | 0.9         | 1.5         |
| Community Programmes                    | 2.3         | 0.4         |
| Governance and support                  | 1.3         | 1.6         |
|                                         | <u>6.8</u>  | <u>6.6</u>  |

The average weekly number of employees (full-time equivalent) during the period was as follows:

|                                         | 2024<br>No. | 2023<br>No. |
|-----------------------------------------|-------------|-------------|
| Cost of raising funds                   | 1.0         | 1.1         |
| Guided Programmes                       | 1.2         | 1.8         |
| Online learning                         | 0.0         | 0.2         |
| Organisational Learning and Development | 0.9         | 1.5         |
| Community Programmes                    | 2.3         | 0.4         |
| Governance and support                  | 1.3         | 1.6         |
|                                         | <u>6.8</u>  | <u>6.6</u>  |

#### 8 Related party transactions

There are no other related party transactions to disclose for 2024 (2023: none).

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2024

#### 9 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

#### 10 Tangible fixed assets

|                                                           | Computer<br>equipment<br>£ | Total<br>£ |
|-----------------------------------------------------------|----------------------------|------------|
| <b>Cost</b>                                               |                            |            |
| At the start of the year                                  | 24,727                     | 24,727     |
| Additions in year                                         | -                          | -          |
| At the end of the year                                    | 24,727                     | 24,727     |
| <b>Depreciation</b>                                       |                            |            |
| At the start of the year                                  | 24,727                     | 24,727     |
| Charge for the year                                       | -                          | -          |
| At the end of the year                                    | 24,727                     | 24,727     |
| <b>Net book value</b>                                     |                            |            |
| At the end of the year                                    | -                          | -          |
| At the start of the year                                  | -                          | -          |
| All of the above assets are used for charitable purposes. |                            |            |

#### 11 Debtors

|                                | 2024<br>£ | 2023<br>£ |
|--------------------------------|-----------|-----------|
| Other debtors                  | 51,374    | 110,462   |
| Prepayments and accrued income | 81,471    | 5,883     |
|                                | 132,844   | 116,345   |

#### 12 Creditors: amounts falling due within one year

|                              | 2024<br>£ | 2023<br>£ |
|------------------------------|-----------|-----------|
| Trade creditors              | -         | 3,156     |
| Taxation and social security | 9,703     | 9,130     |
| Other creditors              | 1,213     | 887       |
| Accruals                     | 61,642    | 40,582    |
| Deferred income (note 13)    | 114,750   | 59,324    |
|                              | 187,307   | 113,079   |

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2024

#### 13 Deferred income

Deferred income comprises income received during the year for future years.

|                                       | 2024<br>£ | 2023<br>£ |
|---------------------------------------|-----------|-----------|
| Balance at the beginning of the year  | 59,324    | 122,574   |
| Amount released to income in the year | (59,324)  | (122,574) |
| Amount deferred in the year           | 114,750   | 59,324    |
| Balance at the end of the year        | 114,750   | 59,324    |

#### 14 Financial Instruments

|                                             | 2024<br>£ | 2023<br>£ |
|---------------------------------------------|-----------|-----------|
| Carrying amount of financial assets         |           |           |
| Debt instruments measured at amortised cost | 51,374    | 110,462   |
| Carrying amount of financial liabilities    |           |           |
| Measured at amortised cost                  | 62,854    | 44,625    |

#### 15 Analysis of net assets between funds

|                                   | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2024<br>£ |
|-----------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets             | -                            | -               | -               | -                        |
| Net current assets                | 123,220                      | -               | 234,532         | 357,752                  |
| Net assets at the end of the year | 123,220                      | -               | 234,532         | 357,752                  |

|                                     | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2023<br>£ |
|-------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets               | -                            | -               | -               | -                        |
| Net current assets                  | 246,783                      | -               | 128,350         | 375,133                  |
| Net assets at the start of the year | 246,783                      | -               | 128,350         | 375,133                  |

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2024

#### 16 Movements in funds

|                                 | At 1<br>January<br>2024<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£ | At 31<br>December<br>2024<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                |                                |
| Guided Programmes               | 47,245                       |                                       | -                                      | -              | 47,245                         |
| Community Programmes            | 81,105                       | 315,948                               | (209,766)                              | -              | 187,287                        |
| <b>Total restricted funds</b>   | <b>128,350</b>               | <b>315,948</b>                        | <b>(209,766)</b>                       | <b>-</b>       | <b>234,532</b>                 |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                |                                |
| General funds                   | 246,783                      | 407,595                               | (531,158)                              | -              | 123,220                        |
| <b>Total unrestricted funds</b> | <b>246,783</b>               | <b>407,595</b>                        | <b>(531,158)</b>                       | <b>-</b>       | <b>123,220</b>                 |
| <b>Total funds</b>              | <b>375,133</b>               | <b>723,543</b>                        | <b>(740,924)</b>                       | <b>-</b>       | <b>357,752</b>                 |

|                                 | At 1<br>January<br>2023<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£ | At 31<br>December<br>2023<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                |                                |
| Guided Programme                |                              |                                       |                                        |                | -                              |
| Guided Programme                | 47,245                       | -                                     | -                                      | -              | 47,245                         |
| Community Programmes            | 43,980                       | 74,013                                | (36,888)                               | -              | 81,105                         |
| <b>Total restricted funds</b>   | <b>91,225</b>                | <b>74,013</b>                         | <b>(36,888)</b>                        | <b>-</b>       | <b>128,350</b>                 |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                |                                |
| General funds                   | 376,361                      | 509,630                               | (639,208)                              | -              | 246,783                        |
| <b>Total unrestricted funds</b> | <b>376,361</b>               | <b>509,630</b>                        | <b>(639,208)</b>                       | <b>-</b>       | <b>246,783</b>                 |
| <b>Total funds</b>              | <b>467,586</b>               | <b>583,644</b>                        | <b>(676,097)</b>                       | <b>-</b>       | <b>375,133</b>                 |

#### 17 Purposes of restricted funds

Guided programme funds were used for several programmes reaching high-level leaders in the sector. Balances at year end will be carried forward for the completion of the programmes during 2025.

Community programme funds will be used for a series of leadership development programmes in England and Wales.

## THE CLORE SOCIAL LEADERSHIP PROGRAMME

England & Wales - Charity number 1136727

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# Accounts

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Clare Social Leadership Programme

# Report and Financial Statements

For the year ended 31 December 2023

# Trustee Report

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|                          |                                                                                                                                    |                                                                                                        |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <b>Company number</b>    | 07222275                                                                                                                           |                                                                                                        |
| <b>Charity number</b>    | 1136727                                                                                                                            |                                                                                                        |
| <b>Registered Office</b> | 7 Bell Yard London WC2A 2JR                                                                                                        |                                                                                                        |
| <b>Trustees</b>          | Trustees, who are also directors under company law, who served during the year and up to the date of this report, were as follows: |                                                                                                        |
|                          | Sir Ciarán Devane                                                                                                                  | Chair                                                                                                  |
|                          | Patrick Stevens                                                                                                                    | Chair of Audit and Risk Committee                                                                      |
|                          | Nicola Kidston                                                                                                                     |                                                                                                        |
|                          | Vyla Rollins                                                                                                                       |                                                                                                        |
|                          | Annabel Gillard                                                                                                                    | Appointed October 2023                                                                                 |
|                          | Jonathan Hopkins                                                                                                                   | Appointed October 2023                                                                                 |
|                          | Gabby Jahanshahi-Edlin                                                                                                             | Appointed October 2023                                                                                 |
|                          | Lisa McGinnes                                                                                                                      | Appointed October 2023                                                                                 |
|                          | Mila Lukic                                                                                                                         | Appointed October 2023                                                                                 |
|                          | Tina Alexandrou                                                                                                                    | Resigned by rotation October 2023                                                                      |
|                          | Mark Fisher CBE                                                                                                                    | Resigned October 2023                                                                                  |
|                          | John O'Brien MBE                                                                                                                   | Resigned October 2023                                                                                  |
|                          | Deborah Smart                                                                                                                      | Resigned October 2023                                                                                  |
| <b>Management Team</b>   | Nadia Alomar                                                                                                                       | Chief Executive                                                                                        |
|                          | Angharad Irvine                                                                                                                    | Director of Leadership Programmes                                                                      |
|                          | Stephen Pugsley                                                                                                                    | Director of Finance and Resources                                                                      |
|                          | Jenny Munday                                                                                                                       | Director of Development (appointed February 2023)                                                      |
|                          | Emmet Giltrap                                                                                                                      | Director of Marketing and Communications<br>(resigned January 2023)                                    |
| <b>Bankers</b>           | The Co-operative Bank<br>P.O. Box 250<br>Delf House<br>Skelmersdale<br>WN8 6WT                                                     | HSBC BANK PLC<br>1st Floor, North London Business<br>Banking Centre<br>1 Old Street<br>London EC1V 9HL |
| <b>Solicitors</b>        | Kings & Wood<br>Mallesons LLP<br>10 Queen Street Place<br>London                                                                   |                                                                                                        |
| <b>Auditors</b>          | Knox Cropper LLP<br>65-68 Leadenhall Street<br>London EC3A 2AD                                                                     |                                                                                                        |

# Letter from our chair

I am pleased to present Clore Social Leadership's Annual Trustees' Report; a testament to our collective efforts in driving positive change through impactful leadership.

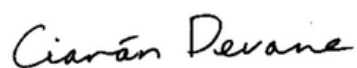
Contained within this report are details of our 2023 activities, showcasing the breadth and depth of our initiatives aimed at nurturing exceptional leaders and empowering communities. Through our projects, we aimed to tackle the evolving and immense challenges faced by the sector and its leaders, by providing crucial support, guidance and resources to navigate uncertainties and seize opportunities for growth and innovation.

Moreover, we have laid vital groundwork to support our commitment to equity, diversity and inclusion. We have taken deliberate steps to foster diverse and meaningful partnerships to enhance our learning and ensure that our programmes are accessible to all individuals. Enriching the sector with these diverse perspectives and talents will lead to better outcomes for all.

A warm welcome is extended to our new trustees, whose expertise enrich our collective vision. To our outgoing trustees, your dedicated service has paved the way for our continued success, and we are immensely grateful for your contributions.

Finally, I express sincere gratitude to our funders, whose steadfast support enables us to make a meaningful difference in the lives of individuals and communities. Your partnership propels us forward as we strive for greater impact and excellence.

As we navigate the future, our commitment to fostering inclusive leadership and driving positive change remains unwavering. Together, we will continue to work towards creating a more equitable and thriving society for all.



Sir Ciarán Devane  
Chair of Board of Trustees





## Trustees' Report

The trustees present their report and the audited financial statements for the year ended 31 December 2023.

The organisation is a charitable company limited by guarantee, incorporated on 13 April 2010 and registered as a charity on 5 July 2010.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their financial statements in accordance with FRS 102.

## Background

The Clare Social Leadership Programme (Clare Social Leadership) was set up in October 2008 as an initiative of the Clare Duffield Foundation. Its purpose is to identify, connect and develop aspiring leaders in the social sector. The board of trustees was recruited in 2009, with the Clare Social Leadership Programme registered as a company limited by guarantee in April 2010 and its charitable status recognised in July 2010.

Trustees are very grateful to the Clare Duffield Foundation who from 2008 until 2021 have invested considerable funds in the professional development of aspiring and existing third sector leaders through the fellowship programme and more recently, digital courses. At the same time, Clare Social Leadership concentrated on ensuring the financial independence of the charity from the Foundation.

As planned, funding from the Foundation ended in 2021. Clare Social Leadership continues to focus on diversifying its funding.

## Objectives and activities

The Articles of Association of the Clare Social Leadership Programme state that the charity promotes and supports the education, development and training of current and aspiring leaders of social sector organisations. The definition of what is meant by 'social sector' is summarised in the Articles as those organised to provide, promote or secure social goods for beneficiary groups such as charities, community organisations, social enterprises and housing associations. The trustees review the aims, objectives and activities of the charity each year.

This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees review the success of each key activity and the benefits the charity has brought to those groups of people that it is established to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

## Purpose and aims

Clare Social Leadership seeks to identify, connect and develop current and aspiring leaders with a social purpose who are working for the benefit of individuals and communities across the UK. This is achieved through the following strategic objectives:

### *Skills and development programmes*

- Growing and extending our programmes to reach as many social sector leaders as possible
- Impacting positively on individuals, organisations and communities through our programmes
- Supporting committed, values-based and reflective aspiring and established leaders and tracking the outcomes and impact they achieve in their leadership roles following their participation in our programmes

### *Sustainability*

- Securing sustainable income through a successful fundraising strategy and continual diversification of income streams and models, including sources of earned income
- Being highly effective in our own governance, leadership, delivery and outcomes
- Working in line with the charity's values, while continually evaluating and improving our programmes, including market-testing their relevance and capacity to add value

### *Sectoral collaboration*

- Maintaining a strong UK-wide perspective and building social sector connections across devolved administrations, maintaining close contact with ministers, civil servants and key politicians
- Enabling a strong network of social purpose organisations and leaders across the UK through online and in-person engagement
- Acting as a facilitator for effective and generous leadership across the social sector

### *Learning and dissemination*

- Sharing learning about leadership development for the social sector, including our evaluation findings, and raising the profile of leadership as key to strengthening sector capacity
- Disseminating our findings and reports via the Clare Social Leadership website, linking to relevant partners
- Utilising an effective communications strategy including online and wider media profile, social media engagement, publishing articles, contributing to events and speaking engagements

### **Public benefit**

Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission, including their guidance in PB2 (Public Benefit: Running a Charity).

The Clare Social Leadership fellows contribute directly to public benefit with positive outcomes for individuals and their communities through their activities while on the leadership development programmes and in their subsequent leadership of social purpose organisations and partnerships. Clare Social Leadership shares all its learning about effective social leadership widely so as many people as possible can benefit and improve outcomes for beneficiaries.

### **Trustees**

Five trustees were appointed in October 2023 - Annabel Gillard, Jonathan Hopkins, Gabby Jahanshahi-Edlin, Lisa McGinnes and Mila Lukic.

One trustee resigned in October 2023, after having served their maximum allowable term limit of nine years - Tina Alexandrou whom we wish to thank for her tremendous service as a long-standing trustee. Three trustees also stood down in October 2023 - Mark Fisher CBE, John O'Brien MBE and Deborah Smart, and we also wish to thank them for their valued contribution during their time as trustees. Appendix I provides full biographies of the current board of trustees.

Trustees are recruited on the recommendation of the Nominations Committee, who conduct an ongoing and comprehensive review of the skills present in the board and its ideal composition.

## **Staff**

The staff team is led by CEO, Nadia Alomar, along with the senior leadership team which includes: Angharad Irvine, Director of Leadership Programmes; Stephen Pugsley, Director of Finance and Resources; and Jenny Munday, Director of Development (joined in February 2023).

We would like to thank the following member of the senior leadership team who left during the year for their valued contribution to the organisation: Emmet Giltrap (resigned January 2023), Director of Marketing and Communications.

Appendix II provides full details of the current senior leadership team as of June 2024.

Remuneration for staff is set by the Chief Executive, who has responsibility for ensuring the overall salary budget for any year is not exceeded. Remuneration for the Chief Executive is agreed by the board of trustees. Salaries are reviewed on an annual basis, with a periodic market review of salary levels at equivalent-sized charities.

## **Activities in 2023**

We continued to assess and evolve our leadership development offering in 2023 as part of our ongoing mission to provide appropriate, accessible and relevant support to social leaders at every stage of their career. We took heed of growing calls for in-person activity and re-embedded these elements into our Emerging and Experienced Leader programmes. We also expanded our pool of facilitators and coaches and introduced a co-programme facilitator model to enrich the participant experience by offering greater diversity of voice and experience from this pivotal role. Finally, we placed a strong emphasis on improving the participant experience, analysing and amending our systems and processes to ensure that they were efficient and streamlined, as well as reviewing our learning materials and content to ensure that it remained relevant to the changing needs of the sector.

## **Audiences**

We supported 680 leaders through our learning activities in 2023.

We continued with our efforts to expand and diversify our audience reach, developing programmes for individuals, organisations and communities (place or issue-based). This activity was bolstered by ongoing partnerships and new partnerships.

## Programmes and courses

A summary of our 2023 programmes and courses is provided below:

### Skills and development for individuals

#### Short courses

We reached 152 individuals through our short courses, based on our leadership development model and social capabilities' framework:

- Discover
- Discover Feminist Leadership
- Stepping Into Management
- Diversity, Equity and Inclusion

Whilst all of these courses met our minimum feedback score of 4 out of 5 or above, Discover Feminist Leadership received the highest overall average feedback score of 4.4 out of 5.

“

The information and guidance was very eye opening. I learned new ways to tackle and deal with workload, prioritise and delegate, showing new approaches when leading and managing.

Stepping Into Management participant

”

“

Really enjoyed the leadership development plan and putting all the learning, reading and discussion into tangible action.

Discover participant

”

“

Brilliant, engaging, in depth yet very accessible for all. (I) felt heard, welcomed and understood. Thank you!

Discover Feminist Leader participant

”

“

This programme has given me a great insight on how to get maximum success in future projects by using the why, how and what concept.

Discover Feminist Leader participant

”

## Guided programmes

Our guided development programmes are designed to equip participants from across the sector with leadership skills, knowledge and peer networks. Participants have a valuable opportunity to meet and learn from like-minded peers from other organisations, which has proved to be an extremely valuable ongoing resource for all Clare Social fellows

### *Management Essentials*

These programmes consisted of six interactive online workshops designed to help managers in the social sector develop and refine their management style and begin to develop core leadership skills. Smaller cohort sizes (of 8-12 individuals) enabled additional time and space for in-depth learning, reflection, support and peer connections.

Key programme impacts:

- Participants were immediately applying many of the skills and techniques learned during the programme to their work lives.
- The behavioural changes and practices that participants had learned on the programme have stretched beyond the individual to teams and organisations.

“

My work with sector colleagues has improved - I feel more confident in leading discussions, writing agendas, and ensuring that everyone has the opportunity to contribute.

Management Essentials participant

”

“

The 'commitment to share' meant that I intentionally took something away from each session to either put into practice or to ask my staff - it meant that I had better working relationships with my staff and gave them the confidence to share their own thoughts with me.

Management Essentials participant

”

“

It has been really useful to implement a 'fuller' induction for my recent new starter, and it was great to receive positive feedback after their first 2 weeks.

Management Essentials participant

”

## Emerging Leader

These programmes bring together peers who are passionate about social change and keen to develop their leadership skills to have a greater impact. Through a wealth of online and in-person leadership development interventions, participants built the skills, knowledge and networks needed to harness their passion, effectively lead projects and people and contribute to positive social change.

Key programme impacts:

- Participants were able to better support and lead their teams more effectively.
- Imposter syndrome came up as a major initial theme across Emerging Leader cohorts, however by programme end, leaders reported feeling more confident in themselves and their leadership. They also reported feeling significantly (average 21%) more confident in their ability to act as a courageous changemaker as a result of the programme.
- The peer learning and support that participants experience had an immediate influence on their leadership style and learning going forwards.

“

It has been a real privilege to meet and learn alongside such an amazing group of peers. I have really valued the diversity in the experiences of my fellow learners and the shared experiences we have through current challenges, leadership aspirations and learning together on the programme.

Emerging Leader participant

”

“

[The programme] developed my skills and confidence across a range of areas but most importantly my self-awareness and self-reflection.

Emerging Leader participant

”

“

Enabled me to coach colleagues, focus our work, communicate better and reflect on my strengths and weaknesses.

Emerging Leader participant

”

## Experienced Leader

These programmes bring together senior leaders who are passionate about social change and using their leadership to pave the way for a more inclusive and equitable society. Through a wealth of online and in-person leadership development interventions, participants built the skills, knowledge and networks needed to effectively lead social change and enhance their ability to navigate complex challenges, advocate for systemic change, and drive innovation.

Key programme impacts:

- Enhanced organisational impact was among the highest noted outcomes through improved working relationships, collaboration and team efficiency.
- Participants reported on improved confidence and a better understanding of one's self and one's leadership thanks to the time and space given to focus on one's leadership practice, needs and wellbeing.
- Participants valued the opportunity to come together and the rich connectivity that the in-person Residential, and other peer-to-peer components such as Action Learning, Peer Learning Circles and the Hackathon, nurtured.

“

It's helped me find a way to step back and let my senior managers manage, which allows me to think more broadly about the issues we're addressing and to consider better, longer-term approaches.

Experienced Leader participant

”

“

(Peer networking) has been one of the most significant elements of the programme...everyone was generous with their input and I found it helpful and supportive...we were all facing similar challenges and that made me feel less isolated as a leader.”

Experienced Leader participant

”

“

I have changed the way I communicate with different colleagues at work, which has been extremely beneficial. As a result I have supported my team through change, whilst continuing to deliver quality outcomes.” - Experienced Leader participant

Experienced Leader participant

”

# Learning and Development for Organisations

A selection of our work within social sector organisations:

## *British Council*

Our partnership with the British Council continued throughout 2023 with the delivery of a 'Women In Leadership' course. Focused on progressing gender equality and addressing the gender gaps in leadership, the course supported social transformation by strengthening skills and networks for gender equality and increasing the participation of women in leadership across the social development and education sectors in Europe and South Asia (Pakistan, Nepal and Bangladesh). Regional facilitators were once again trained by our team to facilitate the programme and delivered the course to a total of 129 participants over the course of the year.

Key programme impacts:

- 100% of final survey respondents stated that their confidence as leaders had increased since starting the course and that they felt better equipped to deal with future leadership issues as a result of completing the course.
- Live classrooms provided a safe space for the women on the course to share their stories, cross-sector experiences and diverse experiences and cultivated a strong and supportive peer environment and network.
- Participants praised the content and course structure for providing them with a valuable and applicable toolkit of leadership resources and development activities

“

This course has refreshed my confidence as a leader. I felt lost due to extreme work conditions as a lecturer at a female university but this training helped me get a fresh and positive perspective on my life again. This in turn made me way more motivated towards my professional goals.

Participant from Pakistan

”

“

This course has helped me gain a deeper understanding of the unique challenges that women face in leadership positions, such as bias and discrimination, and how to overcome them. I have realised the importance of diversity and inclusion in the workplace and how it can lead to better decision-making and innovation.

Participant from Bangladesh

”

“

As an individual I've learned new things each week with modules and classes, and have a network of powerful, young female leaders to guide me to be better each day. In my capacity as a leader I can now say I am more confident and have gained insight, skills and perspective to better serve people.

Participant from Nepal

”

### ***Clare Leadership***

In 2022, we worked together with our sister organisation, Clare Leadership, to co-design the course Discover Your Leadership and tailor it to the arts and culture sector. We provided training to enable Clare Leadership to deliver the course themselves and a pilot was launched in the autumn of that year. Thanks to positive feedback, our partnership continued in 2023, with Clare Leadership delivering three iterations of the course to 70 participants.

### ***International Rescue Committee***

We forged a new partnership with the International Rescue Committee (IRC), which saw us run three leadership workshops to support their RISE Programme, which supports refugee integration by empowering refugees with tools and skills to actively and effectively engage in their new communities. The programme included a leadership training component which aimed to strengthen individual and community leadership as well as explore effective communication and relationship building.

### ***Find a Coach***

We continued this vital service to teams and individuals. Find a Coach helped match people with coaches with the relevant experience and qualifications to effectively guide them towards increasing their resilience, efficiency and performance - taking them one step closer to achieving their personal and professional goals. Our coaches all meet the Clare Social Leadership standard of quality training - everyone in our coaching network has a minimum of seven years' coaching experience and has previously worked or coached within the social sector.

## **Skills and development for communities of place**

### ***Social Leaders Oxfordshire***

2023 saw us launch our next place-based initiative - Social Leaders Oxfordshire. Consisting of two programme streams, one aimed at Emerging Leaders and one aimed at Voluntary and Community Leaders. Involving both in-person and online activities, the programme aims to increase and formalise the leadership skills and capabilities of local leaders and support them to be more confident, effective, resilient and better connected with one another. The 50 participants will be encouraged to cascade their learning back to colleagues, teams and organisations so that the third sector in Oxfordshire can benefit from a capable, collaborative leadership voice, and organisations across Oxfordshire are strengthened and revitalised through effective and collaborative leadership.

Having kicked off in September 2023, the programme remained in its relative infancy at the close of the year, however there were some positive early indications that participants were already starting to reflect on their leadership and take learnings back to their organisations.

“

I really loved the Golden Circle video. I'm currently rewriting the business plan and this has given me some great reflective tools to update and tweak our mission statement.

Oxfordshire Emerging Leader participant

“

I particularly benefited from creating my own leadership development plan, it's a very useful tool to make me focus on areas that I need to improve.

Oxfordshire Voluntary and Community Leader participant

”

”

### *Social Enterprise Leadership Development Programme, West of England*

2023 also saw us launch a programme aimed at leaders working in the Voluntary, Community and Social Enterprise (VCSE) sector in the West of England (Bristol, Bath & North-East Somerset, North Somerset or South Gloucestershire). The five-month programme, delivered in partnership with Voscur, aims to increase the leadership knowledge, understanding and capability of Bristol's VCSE sector social enterprise leaders so that they can lead with confidence and gain access to a thriving social enterprise peer support network.

## Skills and development for communities of practice

### *Institute of Chartered Foresters*

We partnered with the Institute of Chartered Foresters (ICF) to launch an Emerging Leader programme aimed at those working in the forestry and arboricultural sector across the UK. Over the course of six months, we supported 36 environmental leaders through a hybrid programme focused on enhancing leadership for a strengthened forestry sector. Participant Iain Moss, Regional Manager for Woodland Trust Scotland, describes his programme experience and how he has been applying the learning:

“

Over the duration of the programme, I have been immersed in all sorts of ways of working, tips for increased productivity and other ways to streamline my working life. Working on the mantra of "know yourself, be yourself, look after yourself", I have learnt that not everything will be useful to me as the type of leader I am, so the challenge is to select what will help and what isn't quite so relevant. I have started to look at reshaping my leadership journey using a select few techniques that I believe will improve not just myself but my team and others around me.

”

“

The "knowing myself" really revolves around recognising what type of personality I am and embracing that as a leader/manager and knowing that I won't fundamentally change my core leadership traits. This means I can focus on improving where I do have room to grow whilst being cognisant of where there is space around me for other personality types that will complete the jigsaw puzzle of a well-rounded team. "Looking after yourself" is focusing on streamlining my work programme, putting steps in place to manage "peripheral" work and prioritise what I need to work on. There have been numerous suggestions for how to improve both productivity but also wellness and the next step is to make sure these are implemented for me but also to try and encourage my team to adopt the techniques that resonate with them.

”

“

Overall the leadership programme has been very surprising, teasing out both my traits that I didn't realise about myself but also real and tangible tips for improvement that I didn't know existed. I hope that moving forward I can continue on a trajectory of continuous learning using the launchpad ICF and Clare Social Leadership has provided.”

”

### *Rise Up*

We were delighted to continue to work alongside London Youth as a delivery partner on London's Violence Reduction Unit's Rise Up Programme for the third year running. Aimed at frontline youth practitioners, our involvement included general consultancy and programme design support as well as offering coaching to the programme's 80 participants and delivering some in-person workshops based around our Leadership Development Framework.

You can find a summary of our 2023 activity in our end-of-year video!



### *Digital platforms and systems*

Whilst we have reincorporated face-to-face elements into some of our learning activities, we continue to rely on digital platforms and systems for both programme delivery and participant and alumni engagement. This hybrid format enables us to meet our aim of making leadership development affordable and accessible to the sector.

### ***Achievements and performance - Key Performance Indicators (KPIs)***

Clare Social Leadership's vision is of a society enriched by a diverse and inclusive social sector led by individuals with lived and learned experience. Individuals with a rich skill set who lead with efficiency and ethical values, so they can respond positively to the changing demands of the 21st century.

To monitor and evaluate our vision, we present three important KPIs: (1) the number of leaders reached; (2) the ethnic diversity of leaders reached; and (3) the programmes' impact on leaders, their organisations and communities.

#### ***1. Number of leaders reached***

|             | <u>2016</u> | <u>2017</u> | <u>2018</u> | <u>2019</u>  | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u>   |
|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|---------------|
| Total reach | <b>173</b>  | <b>243</b>  | <b>543</b>  | <b>453</b>   | <b>835</b>  | <b>1160</b> | <b>1090</b> | <b>680</b>    |
| % increase  |             | <b>40%</b>  | <b>123%</b> | <b>(17%)</b> | <b>84%</b>  | <b>39%</b>  | <b>(6%)</b> | <b>(38%)*</b> |

\*The reduction in participant numbers was a strategic decision, as resources were allocated to internal capacity building and enhancing quality standards in 2023.

#### ***2. Ethnic diversity of leaders reached***

Clare Social Leadership is committed to achieving and promoting equity and diversity both within our organisation and through our work and activities. 17% of participants across our guided programmes were from a Black or racially minoritised background.

#### ***3. Programme Impact***

Our unique approach is proven to work and has consistently delivered impact within the social sector. Analysis shows 86% of our fellows lead more confidently since completing their programme and 82% consider themselves a better social leader. 79% reported themselves being better at working with and through others and 74% described themselves as more resilient. We measure our programmes' overall impact at two key touch points through a combination of surveys and written or verbal testimonials: (1) Programme end; and (2) Six months post-programme.

We would like to extend our deepest gratitude to our many funders and partners who have enabled us to continue to offer high quality and much needed support to social sector leaders.

## Financial review

### Income

Clare Social Leadership receives grant funding from numerous foundations, trusts and corporate sponsors. The largest grants in 2023 were £125,000 from the This Day Foundation (unrestricted funding) and three years restricted funding of £231,675 from the The National Lottery Community Fund for the placed based social leadership programme we are delivering in Wales.

Total income was £583,644 for the year. This is an overall increase of 25% from 2022 £468,574, and in line with our expectations given the current challenging operational climate. Within this figure, there was a significant shift in our unrestricted income which increased to £509,630 in 2023 from £393,574 in 2022, an increase of £116,056 (30%) as part of our business plan to grow unrestricted income.

Trustees are very grateful to the This Day Foundation (formerly The GL Jubilee Foundation) for the award of £250,000 of unrestricted funding, £125,000 in both 2022 and 2023, and to The Rank Foundation for the unrestricted grant funding of £100,000 over a three-year period from 2023-2025.

Trustees wish to thank all of our funders in 2023:

- The National Lottery Community Fund
- This Day Foundation (formerly The GL Jubilee Foundation)
- The Rank Foundation
- Humphrey Battcock

Reports are made to funders each year updating them on the progress of the programme and the contribution their funding has made to enable this.

### Expenditure

Total spending for the year was £676,097 a reduction of 23% from the previous year's expenditure of £883,035. This is linked partially to the completion of a number of restricted funded projects for Emerging Leaders and place-based programmes in 2022, and a review of our cost-base structure during 2022 as part of our business improvement plan, leading to a more cost effective delivery of our programmes in 2023.

### Movement of funds

Restricted funds at year-end 2023 are £128,350 (£91,225 in 2022), an increase of £37,125, primarily reflecting the timing and delivery of the place-based programmes in Oxfordshire and Wales, with the corresponding balance of restricted funds being held as restricted reserves to fund this activity during 2023 and 2024.

Unrestricted reserves were lower this year £246,783 (£376,361 in 2022), reflecting an in-year deficit of £129,578, though this was significantly lower than in the previous year (£185,696 in 2022). There are several factors within this, though primarily linked to the post-Covid-19 reduction in restricted funding, and the need to retain a core of key staff while transitioning to more diverse income streams, particularly in unrestricted funding.

## Reserves

Trustees have a policy of holding a free reserve of at least £156,000 to cover three months of core operational expenditure (staff and office costs). This was met across 2023, with unrestricted general reserves, excluding reserves tied up in fixed assets, of £246,783 as at 31 December 2023.

Our level of reserves will be particularly important as we continue to manage the negative effects of Covid-19 and the cost-of-living crisis on our core business of providing guided, hybrid programmes. Increased emphasis has been placed on further developing our role as facilitator, thought leader and digital provider of leadership development in the social sector, as explained in the section below, Plans for 2024.

## Structure, governance and management

The Clare Social Leadership Programme, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, last updated on 14 December 2019. Trustees are recruited by the agreement of the board of trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity. All trustees are encouraged to take up relevant training, briefings and conferences.

Trustees regularly review the progress of the charity and its funding. The Audit and Risk Committee reviews the risks, controls and financial management of the charity. Trustees are responsible for setting the strategy for Clare Social Leadership and securing both the public benefit delivered through its outcomes and impact, and the sustainability of the charity. The trustees are responsible for the appointment of the Chief Executive.

## Major risks and uncertainties

The major risks to the charity have been identified in a comprehensive risk register and the management of these is monitored by the Audit and Risk Committee on a quarterly basis. This register is also reviewed by all trustees as part of the board papers with each board meeting.

The risks categories identified with the highest scores (both Impact and Likelihood deemed Medium to High) are as follows:

1. Shift from prioritising leadership within the sector potentially resulting in an insufficient funder pipeline.
2. Decrease in commercial income due to the impact of the cost-of-living crisis on the social sector.
3. Issues with capacity and cover in case of planned or unplanned staff absences.

These risks have been mitigated through the following actions:

1. Demonstrated impact of our programmes and increased need of skilled and efficient social leaders, along with a plan to diversify income streams.
2. Continued advocacy of the impact of our programmes at a sector level and engagement with sector leaders, whilst keeping programme fees as low as possible.
3. Resources, insurance and business continuity plans are in place to mitigate the impact of covering leave.

## Plan for 2024

Since our establishment in 2008, we have supported nearly 3,000 social change organisations, from grassroots organisations through to super-major charities. We have trained and developed over 4,000 social leaders, empowering them to transform the lives of their beneficiaries, communities and the world around them. Our fellows work across many complex causes including disability, equality, women's rights, homelessness, youth, migration services and ex-prisoner reform.

We remain committed to achieving our vision of a society enriched by a social sector led with skill, efficiency and ethical values. With this, our plans for 2024 and beyond focus on increasing the reach and accessibility of our programmes to ensure that social purpose organisations have effective and resilient leadership, today and in the future.

- We are firmly committed to fostering a diverse and inclusive leadership landscape by equipping marginalised and underrepresented individuals with the vital skills and development they need to thrive. We will deliver dedicated programmes and continue to adapt our learning resources, approach and funding model to further break down these barriers and unlock the immense potential of these leaders, building a better, more equitable future for all.
- Our place-based development programmes immerse leaders in the unique challenges and opportunities of their communities. This approach fosters tailored solutions that resonate and drive change locally, whilst enhancing the leadership and resilience of the local social sector. We will continue to build on the success of our current and previous place-based programmes, with a focus on growing to reach communities where the social sector is struggling and facing significant challenges as the result of increased demand and depleted resources.
- 2024 will mark the start of a new era of organisational development for Clare Social, transforming how we offer leadership and management training to the social sector. We will launch a dedicated Organisational Learning and Development offer, curating bespoke training for organisations working for social good. This tailored approach will elevate the performance of organisations by empowering people and teams to reach their full leadership potential, so they can collectively achieve organisational goals, support stakeholders, enhance services and advocate for the cause more effectively.
- We will continue to respond to the sector's current and emerging needs, adapting existing programmes and developing new initiatives. Along with our focus on emerging and experienced social sector leaders, we plan to expand our audiences and support sub-sectors that are being significantly hit by the current political and economic uncertainties, empowering these organisations with the resources required to remain effective, efficient and impactful.

## Statement of trustee responsibilities

The trustees (who are also directors of the Clare Social Leadership Programme for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK GAAP).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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

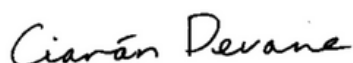
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### Auditors

Knox Cropper were appointed as the charitable company's auditors during the period and have expressed their willingness to continue in that capacity.

The trustees' report has been prepared in accordance with the special provisions applicable to companies, subject to the small companies' regime.

Approved by the trustees on 20th June 2024 and signed on their behalf by



Sir Ciarán Devane - Chair, Board of Trustees

## Appendix I: Trustee Biographies

We take good governance seriously, and our board of trustees is the backbone of this. Our trustees come from across a wide range of sectors and have taken diverse career paths. This is a wealth of experience and expertise that makes for a strong Clare Social Leadership board.

### **Sir Ciarán Devane (Chair)**

Sir Ciarán Devane is the Chair of the Irish health service (the HSE), the Director of the Centre for Trust, Peace, and Social Relations at Coventry University and a trustee of Friends of Europe and of the British-Irish Association. A chemical engineer by training, Ciarán had a twenty-year career in industry and management consulting before becoming Chief Executive of Macmillan Cancer Support and subsequently Chief Executive of the British Council. He has served on the Board of NHS England, and of Social Finance Limited. In 2015 he was knighted for services to cancer patients.

### **Patrick Stevens**

Patrick Stevens trained as a Chartered Accountant in Norfolk, his original home. After that he spent his career as an accountant in practice in London. For 17 years he was a Partner and a Managing Partner in Ernst and Young. On retiring from practice, he spent three years as Tax Policy Director at the Chartered Institute of Taxation. Since then, he has taken on various voluntary roles, including trustee and treasurer of Sussex Community Foundation and Resolution Foundation.

### **Nicola Kidston**

Nicola Kidston is a senior social sector leader with over 20 years' experience. She is committed to creating positive futures with young people and is energised by developing strong, collaborative partnerships to innovate, scale and embed programmes to achieve national impact and has successfully achieved this in both education and youth sector settings. She is the Deputy CEO and Head of Programmes at Peer Power. She has held previous roles as Head of Programme (English as an Additional Language) at The Bell Foundation, developing digital and blended models to scaling training and resources for schools as well as providing thought leadership and sharing best practices. As Director of Development and Partnership at the Foyer Federation, Nicola developed and scaled programmes with young people experiencing homelessness across the Foyer network. Prior to this she had a range of project management and youth justice roles at SOVA, Leeds Youth Offending Service and the ReachOut Project. Nicola has been a Clare Social Leadership fellow since 2016 and continues to connect to her peer group for learning and development.

### **Vyla L. Rollins**

Vyla Rollins is an Organisational Psychologist who has worked as a global strategic organisational effectiveness consultant in the private, public and voluntary sectors for over 30 years. She is currently the Executive Director of London Business School's (LBS) Leadership Institute. The Institute seeks to research and explore a myriad of issues related to leadership and leading, as well as discuss and challenge perceptions of leadership, present ideas about the future of leadership and their attributes. Vyla also designs and delivers on selected bespoke educational programmes delivered by LBS's Executive Education Department, as well as coaching on a number of degree and customised Executive Education programmes at LBS. She is also a Managing Director of Rubato Global Consulting Limited.

### **Annabel Gillard**

Annabel is a speaker, writer and researcher on organisational culture and ethical values in an AI-driven future workplace and is currently investigating the role of ethical culture in ESG investment analysis, ethical frameworks for commercial use of behavioural science and the role of ethics in building trust in a digital economy. She serves on the Advisory Committee of Blueprint for a better business, the Institute of Business Ethics, and is a trustee for STGSC. Previously she spent over 20 years representing clients and building institutional businesses in asset management and served on the Boards of the Pru Staff Pension Scheme and the CFA Society of the UK. She has an MA in Philosophy and AI, has just completed an MSc in Behavioural Science and is a CFA charterholder.

### **Jonathan Hopkins**

Jonathan established Citadel Policy & Communications in 2005, as consultancy specialist in public policy, stakeholder engagement and campaigns. He was previously a director of PR-agencies and a political adviser in parliament and for an education union, working across government and media. His greatest experience is in support of education, youth work, social justice and inclusion, working with charities and community organisations alongside public bodies and civic leaders.

Throughout his career Jonathan has sought to distil complex social issues to offer insights and recommendations which help affect positive change, including advocacy and support of young people. An experienced charity trustee, he is also founding chair of Abingdon Learning Trust in Oxfordshire.

### **Gabby Jahanshahi-Edlin**

Gabby Jahanshahi-Edlin is an award-winning social entrepreneur and creative consultant specialising in social and cultural change. In 2016 she founded the groundbreaking menstrual equity charity, Bloody Good Period, and held the role of CEO before stepping down in 2022. Alongside BGP, she co-founded Bloody Good Employers, helping companies improve their communications, culture and policies around menstruation and menopause and which was named a Natwest Top 100 Social Enterprise. Now, she spends her time consulting with charities and companies with a social purpose and speaking to companies about culture, branding and leadership. Gabby has been named one of The Progress 1000: London's most influential people 2018 Top Changemaker by the Evening Standard, a Top 50 Trailblazers in Gender Equality 2021 by We Are The City and one of 100 trailblazers redefining the creative industry 2019 by The Dots.

### **Lisa McGinnes**

Lisa is a seasoned sustainability expert with over 15 years of experience in risk and compliance within the financial services industry. Her expertise lies in educating and empowering global stakeholders to navigate the complexities of ESG (Environmental, Social, and Governance) risks and opportunities, while actively contributing to the enhancement of global governance and risk frameworks to mitigate identified ESG risks. Committed to promoting diversity, equity, and inclusion (DE&I), Lisa champions the pivotal role these principles play in fostering innovation and inclusivity within organisations.

### **Mila Lukic**

Mila founded and leads Bridges Outcomes Partnerships (BOP). Bridges Outcomes Partnerships use outcomes partnerships to radically improve human services and environmental initiatives to improve outcomes for people and value for society. BOP supports programmes dedicated to empowering people across the world to improve their lives, in areas ranging from education and wellbeing to housing, child protection, employment and environmental protection. Mila is on the boards of North East Lincs Thrive, Ways to Wellness, Education Outcomes Partnerships, along with family, employment, and refugee support focused programmes. Prior to BOP, Mila's career spanned private, public and third sector. Mila helped create and run Education Generation, a crowdsourcing social enterprise focused on enabling young leaders in low- and middle-income countries to participate in some of the world's most forward-thinking education programmes.

## **Trustees who stepped down during 2023**

### **Tina Alexandrou**

Tina Alexandrou is a trustee of the Resolution Trust and Resolution Foundation, a social policy and research organisation whose goal is to improve the living standards for the 15 million people in Britain on low and middle incomes. Tina has been with the Foundation since its formation in 2005. She has a particular interest in education and is the Vice Chair on the Ark School's Board and is also Chair of Governors of an Ark Primary in White City, London. She is also a trustee of The Old Vic Theatre. Prior to her work in the third sector her career was spent in the insurance and banking industry both in the UK and internationally.

### **Mark Fisher CBE FRSA**

Mark Fisher is the Chief Executive of NHS Greater Manchester Integrated Care. Prior to this, Mark was Director General and Secretary to the Grenfell Tower Public Inquiry. Mark is also the former Director of the Office for Civil Society and Innovation in the Cabinet Office, supporting the Government's ambitions for volunteering, philanthropy and social investment; and for the general development of the voluntary and community sector. Mark was previously Social Justice Director in the Department for Work and Pensions (DWP) responsible for the Government's agenda for the prevention of long-term welfare dependency, and before that the Jobseekers and Skills Director in the DWP, responsible for the national regime for supporting unemployed people. Mark has been Chief Executive of the Sector Skills Development Agency and a Director of Working Links (Employment) Ltd. He is on the Council of Huddersfield University.

### **John O'Brien MBE**

John O'Brien is part-time EMEA Managing Partner at ONE HUNDRED, Omnicom's ethical purpose consortium consisting of nine of Omnicom's leading global agencies. John is also a bestselling business author and recognised campaigner with over thirty years' experience leading initiatives covering over twenty countries. This includes being founder of Anthropy, the national responsible leadership gathering focused on the future of Britain and held annually at The Eden project in Cornwall. John's professional background is varied, starting with a few early years in banking followed by a decade as a British Army Infantry Officer, serving in theatres around the world, retiring as a Captain in 1994. His training and operational experience in creating clarity from complex, often chaotic and dangerous situations, acted as a key grounding for his future career and brings wide experience to his various roles.

### **Deborah Smart**

Deborah Smart currently works within the Innovation and Growth team at the City of London Corporation. Prior to this she spent more than 15 years working in the social finance sector, where she specialised in developing and delivering large-scale support programmes for charities and social enterprises. As Director of Grants at Social Investment Business she gained extensive experience of working with government bodies, trusts and foundations. Deborah was the 2015 Clare Social Leadership Social Finance fellow. Deborah is a trustee of SFAET Ltd, a multi-academy trust in the London Borough of Havering. In her spare time, Deborah also volunteers with a small Essex-based broadcasting charity.

## Appendix II: Senior Leadership Team Biographies

As of June 2024

### **Nadia Alomar - Chief Executive**

Nadia's passion for social change has driven her 20-year career in the social sector. She has specialised in strategic communications and investor relations within national and global non-profit organisations, with an emphasis on strategic development, income generation and audience growth. Together with the team, Nadia is committed to breaking down leadership barriers to create an equitable and thriving social sector.

### **Angharad Irvine - Director of Leadership Programmes**

Angharad's experience spans both the private and social sector and ranges from the design, facilitation and project management of training curricula, to creating learning management systems and blended learning solutions on a global scale. She oversees the effectiveness, sustainability and quality of Clare Social Leadership programmes, ensuring they adequately reflect and support the leadership needs of the social sector.

### **Stephen Pugsley - Director of Finance and Resources**

Stephen has responsibility for the finance, IT, HR and board governance functions. He has over 30 years' experience working in the non-profit sector in similar roles across a range of organisations including Victim Support, Media Trust, St Christopher's Fellowship and the Royal Society of Medicine, also as treasurer of a youth charity. Stephen is passionate about working in the social sector and the impact it has in creating social change.

### **Jenny Munday - Director of Development from February 2023**

Jenny is responsible for the fundraising efforts within the organisation and in close collaboration, the development of new programmes and projects. A Clare Social fellow herself, Jenny's career has focused on supporting individuals, organisations and systems to thrive within the non-profit sector - to which leadership development has been central. Jenny is a small charities' advisor, trustee and a qualified action learning facilitator, driven by her commitment to furthering human rights, social action and children and young people's causes.

# Independent Auditor's Report to the Member of Clare Social Leadership

## Opinion

We have audited the financial statements of Clare Social Leadership Programme (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis of opinion

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

## Conclusions relating to going concern

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 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.

## **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

## **Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Report of the Trustees, 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 included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

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

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

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

## **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 determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 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**

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.

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:

- The Charitable Company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

### Use of the audit report

This report is made solely to the charitable company's member 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 member for our audit work, for this report or for the opinions we have formed.



Richard Billinghamurst FCA  
Senior Statutory Auditor  
for and on behalf of Knox Cropper LLP  
Chartered Accountants and Registered Auditors  
65 Leadenhall Street London EC3A 2AD

..20th June 2024

# Statement of Financial Activities 2023

## The Clare Social Leadership Programme

### Statement of financial activities (incorporating an income and expenditure account)

#### For the year ended 31 December 2023

|                                                                            | Note | Unrestricted<br>£ | Restricted<br>£ | 2023<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£  | 2022<br>Total<br>£ |
|----------------------------------------------------------------------------|------|-------------------|-----------------|--------------------|-------------------|------------------|--------------------|
| <b>Income from:</b>                                                        |      |                   |                 |                    |                   |                  |                    |
| Donations and legacies                                                     | 2    | 175,000           | -               | <b>175,000</b>     | 185,000           | -                | 185,000            |
| Charitable activities                                                      | 3    |                   |                 |                    |                   |                  |                    |
| Guided Programmes                                                          |      | 148,596           | -               | <b>148,596</b>     | 62,225            | 75,000           | 137,225            |
| Online Learning                                                            |      | 13,644            | -               | <b>13,644</b>      | 24,807            | -                | 24,807             |
| Organisational Learning and Development                                    |      | 166,168           | -               | <b>166,168</b>     | 120,704           | -                | 120,704            |
| Community Programmes                                                       |      | -                 | 74,013          | <b>74,013</b>      | -                 | -                | -                  |
| Investments                                                                |      | 6,222             | -               | <b>6,222</b>       | 838               | -                | 838                |
| <b>Total income</b>                                                        |      | <b>509,630</b>    | <b>74,013</b>   | <b>583,644</b>     | <b>393,574</b>    | <b>75,000</b>    | <b>468,574</b>     |
| <b>Expenditure on:</b>                                                     |      |                   |                 |                    |                   |                  |                    |
| Raising funds                                                              | 4    | 85,198            | -               | <b>85,198</b>      | 6,952             | -                | 6,952              |
| Charitable activities                                                      | 4    |                   |                 |                    |                   |                  |                    |
| Guided Programmes                                                          |      | 291,226           | -               | <b>291,226</b>     | 193,396           | 177,005          | 370,401            |
| Online Learning                                                            |      | 26,952            | -               | <b>26,952</b>      | 68,786            | -                | 68,786             |
| Organisational Learning and Development                                    |      | 235,831           | -               | <b>235,831</b>     | 77,418            | 126,700          | 204,118            |
| Community Programmes                                                       |      | -                 | 36,888          | <b>36,888</b>      | -                 | -                | -                  |
| <b>Total expenditure</b>                                                   | 4    | <b>639,208</b>    | <b>36,888</b>   | <b>676,097</b>     | <b>579,330</b>    | <b>303,705</b>   | <b>883,035</b>     |
| <b>Net income / (expenditure) for the year</b>                             |      | <b>(129,578)</b>  | <b>37,125</b>   | <b>(92,453)</b>    | <b>(185,756)</b>  | <b>(228,705)</b> | <b>(414,461)</b>   |
| Transfers between funds                                                    |      | -                 | -               | -                  | 60                | (60)             | -                  |
| <b>Net income / (expenditure) before other recognised gains and losses</b> |      | <b>(129,578)</b>  | <b>37,125</b>   | <b>(92,453)</b>    | <b>(185,696)</b>  | <b>(228,765)</b> | <b>(414,461)</b>   |
| <b>Net movement in funds</b>                                               |      | <b>(129,578)</b>  | <b>37,125</b>   | <b>(92,453)</b>    | <b>(185,696)</b>  | <b>(228,765)</b> | <b>(414,461)</b>   |
| <b>Reconciliation of funds:</b>                                            |      |                   |                 |                    |                   |                  |                    |
| Total funds brought forward                                                |      | 376,361           | 91,225          | <b>467,586</b>     | 562,057           | 319,990          | 882,047            |
| <b>Total funds carried forward</b>                                         | 16   | <b>246,783</b>    | <b>128,350</b>  | <b>375,133</b>     | <b>376,361</b>    | <b>91,225</b>    | <b>467,586</b>     |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

The notes on pages 33 to 42 form part of these financial statements.

**The Clare Social Leadership Programme**

Company no. 07222275

**Balance sheet**
**As at 31 December 2023**

|                                                | Note | £       | 2023<br>£ | £       | 2022<br>£ |
|------------------------------------------------|------|---------|-----------|---------|-----------|
| <b>Fixed assets:</b>                           |      |         |           |         |           |
| Tangible assets                                | 10   |         | -         |         | 1,495     |
|                                                |      |         | -         |         | 1,495     |
| <b>Current assets:</b>                         |      |         |           |         |           |
| Debtors                                        | 11   | 116,345 |           | 92,916  |           |
| Cash at bank and in hand                       |      | 371,867 |           | 581,141 |           |
|                                                |      | 488,212 |           | 674,057 |           |
| <b>Liabilities:</b>                            |      |         |           |         |           |
| Creditors: amounts falling due within one year | 12   | 113,079 |           | 207,967 |           |
| <b>Net current assets / (liabilities)</b>      |      |         | 375,133   |         | 466,090   |
| <b>Total net assets / (liabilities)</b>        | 15   |         | 375,133   |         | 467,585   |
| <b>The funds of the charity:</b>               | 16   |         |           |         |           |
| Restricted income funds                        |      |         | 128,350   |         | 91,225    |
| Unrestricted income funds:                     |      |         |           |         |           |
| General funds                                  |      | 246,783 |           | 376,361 |           |
| Total unrestricted funds                       |      |         | 246,783   |         | 376,361   |
| <b>Total charity funds</b>                     |      |         | 375,133   |         | 467,586   |

Approved by the trustees on 20/06/24 and signed on their behalf by

*Ciarán Devane*  
..... - Trustee  
Sir Ciarán Devane

The notes on pages 33 to 43 form part of these financial statements.

The Clare Social Leadership Programme

Statement of cash flows

For the year ended 31 December 2023

|                                                              | Note                                     | 2023                                     | 2022                            |
|--------------------------------------------------------------|------------------------------------------|------------------------------------------|---------------------------------|
|                                                              |                                          | £                                        | £                               |
| <b>Net income / (expenditure) for the reporting period</b>   |                                          | <b>(92,453)</b>                          | <b>(414,461)</b>                |
| Depreciation charges                                         |                                          | 1,495                                    | 2,158                           |
| Dividends, interest and rent from investments                |                                          | (6,221)                                  | (838)                           |
| (Increase)/decrease in debtors                               |                                          | (23,429)                                 | (11,296)                        |
| Increase/(decrease) in creditors                             |                                          | (94,888)                                 | 111,943                         |
| <b>Net cash from/(used in) operating activities</b>          |                                          | <b>(215,496)</b>                         | <b>(312,494)</b>                |
| <b>Cash flows from investing activities:</b>                 |                                          |                                          |                                 |
| Dividends, interest and rents from investments               | 6,222                                    | 838                                      |                                 |
| <b>Net cash provided by / (used in) investing activities</b> |                                          | <b>6,222</b>                             | <b>838</b>                      |
| <b>Net cash provided by / (used in) financing activities</b> |                                          | <b>-</b>                                 | <b>-</b>                        |
| <b>Change in cash and cash equivalents in the year</b>       |                                          | <b>(209,274)</b>                         | <b>(311,656)</b>                |
| Cash and cash equivalents at the beginning of the year       |                                          | 581,141                                  | 892,797                         |
| <b>Cash and cash equivalents at the end of the year</b>      |                                          | <b>371,867</b>                           | <b>581,141</b>                  |
| <b>Analysis of cash and cash equivalents</b>                 |                                          |                                          |                                 |
|                                                              | <b>At 31<br/>December<br/>2023<br/>£</b> | <b>At 31<br/>December<br/>2022<br/>£</b> |                                 |
| Cash in hand and at bank                                     | 371,867                                  | 581,141                                  |                                 |
| <b>Total cash and cash equivalents</b>                       | <b>371,867</b>                           | <b>581,141</b>                           |                                 |
| <b>Analysis of changes in net debt</b>                       |                                          |                                          |                                 |
|                                                              | <b>At Start of<br/>year<br/>£</b>        | <b>Cashflows<br/>£</b>                   | <b>At end of<br/>year<br/>£</b> |
| Cash in hand and at bank                                     | 581,141                                  | (209,274)                                | 371,867                         |

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

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#### 1 Accounting policies

##### a) Company information

Clare Social Leadership Programme is a charitable company limited by guarantee registered in England with registration number 07222275. Its registered office address is 7 Bell Yard, London WC2A 2JR.

##### b) Basis of preparation

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 (FRS 102) (effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Update Bulletin 2, and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

##### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

##### d) Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment in respect of a period of one year from the date of approval of the financial statements.

Annual budgets have been revised taking the current fall in income into account with prudent figures for both income and expenditure. The charity holds reserves over and above the reserves policy and has liquid assets in the form of cash held in short term deposits.

For this reason the trustees continue to adopt the going concern basis in preparing the financial statements.

##### e) Income

Income, including from Government and other grants, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income for programmes spanning two or more accounting periods is allocated over the period to which it relates in order to more accurately recognise the performance conditions associated with this income. Income received in advance of delivery of a specified service is deferred until the criteria for income recognition is met.

##### f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or has received the service. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

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#### 1 Accounting policies (continued)

##### g) Interest receivable

Interest on funds held on deposit is included when receivable.

##### h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

##### i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

Expenditure on charitable activities includes the costs of offering fellowships and delivering related services undertaken to further the purposes of the charity and their associated support costs.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

##### j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

|                                         |     |
|-----------------------------------------|-----|
| Guided Programmes                       | 50% |
| Online learning                         | 7%  |
| Organisational Learning and Development | 42% |
| Community Programmes                    | 1%  |

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Governance costs, which are considered a category of support costs, are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

##### k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                    |         |
|--------------------|---------|
| Computer Equipment | 3 years |
|--------------------|---------|

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

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#### 1 Accounting policies (continued)

##### l) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

##### Financial assets

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

##### Financial liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

##### n) Pensions

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accruals basis.

##### o) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

##### p) Significant accounting policies

In the application of the company's accounting policies, the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

#### 2 Income from donations

|                        | Unrestricted<br>£ | Restricted<br>£ | 2023 total<br>Total<br>£ | 2022<br>Total<br>£ |
|------------------------|-------------------|-----------------|--------------------------|--------------------|
| This Day Foundation    | 125,000           | -               | <b>125,000</b>           | 125,000            |
| Paul Hamlyn Foundation | -                 | -               | -                        | 60,000             |
| Rank foundation        | 50,000            | -               | <b>50,000</b>            | -                  |
|                        | <u>175,000</u>    | <u>-</u>        | <u><b>175,000</b></u>    | <u>185,000</u>     |

All income in 2022 was unrestricted

#### 3 Income from charitable activities

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2023<br>Total<br>£    | 2022<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|-----------------------|--------------------|
| Guided Programmes                       | 72,154            | -               | <b>72,154</b>         | 126,967            |
| Guided Programmes                       | 76,442            | -               | <b>76,442</b>         | 10,258             |
| Online learning                         | 13,644            | -               | <b>13,644</b>         | 24,807             |
| Organisational Learning and Development | 166,168           | -               | <b>166,168</b>        | 120,704            |
| Community Programmes                    | -                 | 74,013          | <b>74,013</b>         | -                  |
| Total income                            | <u>328,408</u>    | <u>74,013</u>   | <u><b>402,422</b></u> | <u>282,736</u>     |
| Total income from charitable activities | <u>328,408</u>    | <u>74,013</u>   | <u><b>402,422</b></u> | <u>282,736</u>     |

Income in 2022 comprised of unrestricted income of £207,736 and restricted income of £75,000.

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

#### 4 Analysis of expenditure

|                                    | Cost of<br>raising funds<br>£ | Guided<br>Programmes<br>£ | Online<br>Learning<br>£ | Organisational<br>Learning and<br>Development<br>£ | Community<br>Programmes<br>£ | Governance<br>costs<br>£ | Support costs<br>£ | 2023 Total<br>£ | 2022 Total<br>£ |
|------------------------------------|-------------------------------|---------------------------|-------------------------|----------------------------------------------------|------------------------------|--------------------------|--------------------|-----------------|-----------------|
| Staff costs (Note 6)               | 83,176                        | 72,994                    | 9,878                   | 67,586                                             | 21,388                       | -                        | 97,018             | <b>352,041</b>  | 421,285         |
| Central tuition                    | -                             | 87,364                    | 2,550                   | 50,017                                             | 11,035                       | -                        | -                  | <b>150,966</b>  | 122,448         |
| Residential costs                  | -                             | 27,296                    | -                       | 30,360                                             | 1,348                        | -                        | -                  | <b>59,004</b>   | 101,884         |
| Other programme delivery costs     | -                             | 169                       | -                       | 1,234                                              | 693                          | -                        | -                  | <b>2,096</b>    | 85,517          |
| Marketing, website and database    | -                             | 374                       | 609                     | -                                                  | 125                          | -                        | 42,176             | <b>43,286</b>   | 11,271          |
| Staff travel and other staff costs | 1,909                         | -                         | -                       | -                                                  | 81                           | -                        | 2,391              | <b>4,381</b>    | 17,307          |
| Programme development              | -                             | -                         | -                       | -                                                  | -                            | -                        | -                  | -               | 8,950           |
| Rent and utilities                 | -                             | -                         | -                       | -                                                  | -                            | -                        | 11,144             | <b>11,144</b>   | 12,377          |
| Office costs                       | 113                           | -                         | -                       | -                                                  | -                            | -                        | 35,433             | <b>35,546</b>   | 26,956          |
| Legal & professional               | -                             | -                         | -                       | -                                                  | -                            | 11,138                   | 5,000              | <b>16,138</b>   | 49,316          |
| Grant repayment                    | -                             | -                         | -                       | -                                                  | -                            | -                        | -                  | -               | 23,220          |
| Bad debts                          | -                             | -                         | -                       | -                                                  | -                            | -                        | -                  | -               | 345             |
| Depreciation                       | -                             | -                         | -                       | -                                                  | -                            | -                        | 1,495              | <b>1,495</b>    | 2,159           |
|                                    | <b>85,198</b>                 | <b>188,198</b>            | <b>13,038</b>           | <b>149,196</b>                                     | <b>34,671</b>                | <b>11,138</b>            | <b>194,658</b>     | <b>676,097</b>  | <b>883,035</b>  |
| Support costs                      | -                             | 97,391                    | 13,154                  | 81,895                                             | 2,217                        | -                        | (194,658)          | -               | -               |
| Governance costs                   | -                             | 5,637                     | 761                     | 4,740                                              | -                            | (11,138)                 | -                  | -               | -               |
| <b>Total expenditure 2023</b>      | <b>85,198</b>                 | <b>291,226</b>            | <b>26,952</b>           | <b>235,831</b>                                     | <b>36,888</b>                | <b>-</b>                 | <b>-</b>           | <b>676,097</b>  | <b>883,035</b>  |
| Total expenditure 2022             | 6,952                         | 370,401                   | 68,786                  | 232,778                                            | 204,118                      | -                        | -                  | 883,035         |                 |

Of the total expenditure, £639,208 was unrestricted (2022: £579,330) and £36,888 was restricted (2022: £303,705).

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 5 Net incoming resources for the year

This is stated after charging / crediting:

|                                         | 2023<br>£ | 2022<br>£ |
|-----------------------------------------|-----------|-----------|
| Depreciation                            | 1,495     | 2,158     |
| Auditors' remuneration (excluding VAT): |           |           |
| Audit                                   | 10,288    | 14,130    |
| Trustees' expenses                      | -         | -         |

#### 6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

|                                                                 | 2023<br>£      | 2022<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 314,955        | 371,461        |
| Social security costs                                           | 29,973         | 39,477         |
| Employer's contribution to defined contribution pension schemes | 4,951          | 10,347         |
|                                                                 | <b>349,880</b> | <b>421,285</b> |

The following number of employees received employee benefits (excluding employer pension costs) during the year in bandings of costs greater than £60,000:

|                   | 2023<br>No. | 2022<br>No. |
|-------------------|-------------|-------------|
| £60,000 - £69,999 | -           | 1           |
| £70,000 - £79,999 | 1           | -           |

The total employee benefits including pension contributions of the key management personnel, made up of the Chief Executive Officer, the Director of Finance & Operations, the Director of Leadership Programmes, the Director of Marketing & Communications, the Director of Digital Learning and the Director of Development, were £253,377 (2022: £300,541).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

During the year, trustee was reimbursed travel expenses of nil (2022: nil).

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                                         | 2023<br>No. | 2022<br>No. |
|-----------------------------------------|-------------|-------------|
| Cost of raising funds                   | 1.1         | 0.8         |
| Guided Programmes                       | 1.8         | 2.4         |
| Online Learning                         | 0.2         | 0.6         |
| Organisational Learning and Development | 1.5         | 1.2         |
| Community Programmes                    | 0.4         | 1.2         |
| Governance and support                  | 1.6         | 1.9         |
|                                         | <b>6.6</b>  | <b>8.1</b>  |

The average weekly number of employees (full-time equivalent) during the period was as follows:

|                                         | 2023<br>No. | 2022<br>No. |
|-----------------------------------------|-------------|-------------|
| Cost of raising funds                   | 1.1         | 0.8         |
| Guided Programmes                       | 1.8         | 2.4         |
| Online Learning                         | 0.2         | 0.6         |
| Organisational Learning and Development | 1.5         | 1.2         |
| Community Programmes                    | 0.4         | 1.2         |
| Governance and support                  | 1.6         | 1.9         |
|                                         | <b>6.6</b>  | <b>8.1</b>  |

#### 8 Related party transactions

There are no other related party transactions to disclose for 2023 (2022: none).

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 9 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

#### 10 Tangible fixed assets

|                               | Computer<br>equipment<br>£ | Total<br>£    |
|-------------------------------|----------------------------|---------------|
| <b>Cost</b>                   |                            |               |
| At the start of the year      | 24,727                     | <b>24,727</b> |
| Additions in year             | -                          | -             |
|                               | <hr/>                      | <hr/>         |
| At the end of the year        | 24,727                     | <b>24,727</b> |
|                               | <hr/>                      | <hr/>         |
| <b>Depreciation</b>           |                            |               |
| At the start of the year      | 23,232                     | <b>23,232</b> |
| Charge for the year           | 1,495                      | <b>1,495</b>  |
|                               | <hr/>                      | <hr/>         |
| At the end of the year        | 24,727                     | <b>24,727</b> |
|                               | <hr/>                      | <hr/>         |
| <b>Net book value</b>         |                            |               |
| <b>At the end of the year</b> | -                          | -             |
|                               | <hr/>                      | <hr/>         |
| At the start of the year      | 1,495                      | 1,495         |
|                               | <hr/>                      | <hr/>         |

All of the above assets are used for charitable purposes.

#### 11 Debtors

|                                | 2023<br>£      | 2022<br>£ |
|--------------------------------|----------------|-----------|
| Other debtors                  | <b>110,462</b> | 92,916    |
| Prepayments and accrued income | <b>5,883</b>   | -         |
|                                | <hr/>          | <hr/>     |
|                                | <b>116,345</b> | 92,916    |
|                                | <hr/>          | <hr/>     |

#### 12 Creditors: amounts falling due within one year

|                              | 2023<br>£      | 2022<br>£ |
|------------------------------|----------------|-----------|
| Trade creditors              | <b>3,156</b>   | 2,745     |
| Taxation and social security | <b>9,130</b>   | 17,102    |
| Other creditors              | <b>887</b>     | 2,125     |
| Accruals                     | <b>40,582</b>  | 63,421    |
| Deferred income (note 13)    | <b>59,324</b>  | 122,574   |
|                              | <hr/>          | <hr/>     |
|                              | <b>113,079</b> | 207,967   |
|                              | <hr/>          | <hr/>     |

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 13 Deferred income

Deferred income comprises income received during the year for future years.

|                                       | 2023<br>£ | 2022<br>£ |
|---------------------------------------|-----------|-----------|
| Balance at the beginning of the year  | 122,574   | 67,000    |
| Amount released to income in the year | (122,574) | (67,000)  |
| Amount deferred in the year           | 59,324    | 122,574   |
| Balance at the end of the year        | 59,324    | 122,574   |

#### 14 Financial Instruments

|                                                 | 2023<br>£ | 2022<br>£ |
|-------------------------------------------------|-----------|-----------|
| <b>Carrying amount of financial assets</b>      |           |           |
| Debt instruments measured at amortised cost     | 110,462   | 92,916    |
| <b>Carrying amount of financial liabilities</b> |           |           |
| Measured at amortised cost                      | 44,625    | 68,291    |

#### 15 Analysis of net assets between funds

|                                          | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2023<br>£ |
|------------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets                    | -                            | -               | -               | -                        |
| Net current assets                       | 246,783                      | -               | 128,350         | 375,133                  |
| <b>Net assets at the end of the year</b> | <b>246,783</b>               | <b>-</b>        | <b>128,350</b>  | <b>375,133</b>           |

|                                            | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2022<br>£ |
|--------------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets                      | 1,495                        | -               | -               | 1,495                    |
| Net current assets                         | 374,865                      | -               | 91,225          | 466,090                  |
| <b>Net assets at the start of the year</b> | <b>376,360</b>               | <b>-</b>        | <b>91,225</b>   | <b>467,585</b>           |

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 16 Movements in funds

|                                 | At 1 January<br>2023<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£ | At 31<br>December<br>2023<br>£ |
|---------------------------------|---------------------------|---------------------------------------|----------------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                           |                                       |                                        |                |                                |
| Guided Programmes               | 47,245                    | -                                     | -                                      | -              | <b>47,245</b>                  |
| Community Programmes            | 43,980                    | 74,013                                | (36,888)                               | -              | <b>81,105</b>                  |
| <b>Total restricted funds</b>   | <b>91,225</b>             | <b>74,013</b>                         | <b>(36,888)</b>                        | <b>-</b>       | <b>128,350</b>                 |
| <b>Unrestricted funds:</b>      |                           |                                       |                                        |                |                                |
| <b>General funds</b>            | <b>376,361</b>            | <b>509,630</b>                        | <b>(639,208)</b>                       | <b>-</b>       | <b>246,783</b>                 |
| <b>Total unrestricted funds</b> | <b>376,361</b>            | <b>509,630</b>                        | <b>(639,208)</b>                       | <b>-</b>       | <b>246,783</b>                 |
| <b>Total funds</b>              | <b>467,586</b>            | <b>583,644</b>                        | <b>(676,097)</b>                       | <b>-</b>       | <b>375,133</b>                 |

|                                 | At 1 January<br>2022<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£ | At 31<br>December<br>2022<br>£ |
|---------------------------------|---------------------------|---------------------------------------|----------------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                           |                                       |                                        |                |                                |
| Guided Programme                | 149,310                   | 75,000                                | (177,005)                              | (60)           | <b>47,245</b>                  |
| Community Programmes            | 170,680                   | -                                     | (126,700)                              | -              | <b>43,980</b>                  |
| <b>Total restricted funds</b>   | <b>319,990</b>            | <b>75,000</b>                         | <b>(303,705)</b>                       | <b>(60)</b>    | <b>91,225</b>                  |
| <b>Unrestricted funds:</b>      |                           |                                       |                                        |                |                                |
| <b>General funds</b>            | <b>562,057</b>            | <b>393,574</b>                        | <b>(579,330)</b>                       | <b>60</b>      | <b>376,361</b>                 |
| <b>Total unrestricted funds</b> | <b>562,057</b>            | <b>393,574</b>                        | <b>(579,330)</b>                       | <b>60</b>      | <b>376,361</b>                 |
| <b>Total funds</b>              | <b>882,047</b>            | <b>468,574</b>                        | <b>(883,035)</b>                       | <b>-</b>       | <b>467,586</b>                 |

Transfers include:

Overspent restricted grants transferred from general funds.

Transfers between projects agreed with funders.

#### 17 Purposes of restricted funds

Guided programme funds were used for several programmes reaching high-level leaders in the sector. Balances at year end will be carried forward for the completion of the programmes during 2024.

Community programme funds will be used for a series of leadership development programmes in England and Wales.

## **THE CLORE SOCIAL LEADERSHIP PROGRAMME**

England & Wales - Charity number 1136727

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# **Accounts**

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# **Clare Social Leadership Programme**

## **Report and Financial Statements 31 December 2022**

# Trustees' Report

For the year ended 31 December 2022

|                          |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                    |         |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------|
| <b>Company number</b>    | 07222275                                                                                                                                                                                                                                                                                                                                      | <b>Charity number</b>                                                                                              | 1136727 |
| <b>Registered office</b> | 7 Bell Yard<br>London<br>WC2A 2JR                                                                                                                                                                                                                                                                                                             |                                                                                                                    |         |
| <b>Trustees</b>          | Trustees, who are also directors under company law, who served during the year and up to the date of this report, were as follows:<br><br>Sir Ciarán Devane      Chair<br>Patrick Stevens      Chair of Audit and Risk Committee<br>Tina Alexandrou<br>Mark Fisher CBE<br>Nicola Kidston<br>John O'Brien MBE<br>Vyla Rollins<br>Deborah Smart |                                                                                                                    |         |
| <b>Management Team</b>   | Nadia Alomar                                                                                                                                                                                                                                                                                                                                  | Chief Executive (appointed July 2022),<br>Director of Development (to July 2022)                                   |         |
|                          | Angharad Irvine                                                                                                                                                                                                                                                                                                                               | Director of Leadership Programmes                                                                                  |         |
|                          | Stephen Pugsley                                                                                                                                                                                                                                                                                                                               | Director of Finance and Resources<br>(appointed March 2022)                                                        |         |
|                          | Jenny Munday                                                                                                                                                                                                                                                                                                                                  | Director of Development<br>(appointed February 2023)                                                               |         |
|                          | Emmet Giltrap                                                                                                                                                                                                                                                                                                                                 | Director of Marketing and Communications<br>(resigned January 2023)                                                |         |
|                          | Shaks Ghosh CBE                                                                                                                                                                                                                                                                                                                               | Chief Executive (retired June 2022)                                                                                |         |
|                          | Wendy Leyland                                                                                                                                                                                                                                                                                                                                 | Director of Operations (retired April 2022)                                                                        |         |
|                          | Ralph La Fontaine                                                                                                                                                                                                                                                                                                                             | Director of Digital Learning (resigned April 2022)                                                                 |         |
| <b>Bankers</b>           | The Co-operative Bank<br>P.O. Box 250<br>Delf House<br>Skelmersdale<br>WN8 6WT                                                                                                                                                                                                                                                                | HSBC BANK PLC<br>1 <sup>st</sup> Floor, North London Business Banking Centre<br>1 Old Street<br>London<br>EC1V 9HL |         |
| <b>Solicitors</b>        | Kings & Wood<br>Mallesons LLP<br>10 Queen Street Place<br>London                                                                                                                                                                                                                                                                              |                                                                                                                    |         |
| <b>Auditors</b>          | Moore Kingston Smith LLP<br>Chartered Accountants<br>9 Appold Street<br>London EC2A 2AP                                                                                                                                                                                                                                                       |                                                                                                                    |         |

## Letter from the Chair

It gives me great pleasure to share Clare Social Leadership's remarkable achievements of the past year as we progress towards our mission of creating positive change in society through developing and promoting social leadership.

This report highlights the dedication, passion, and hard work of our partners, supporters, board of trustees and staff who have all contributed to the success of our initiatives. Together, we have made a significant impact on the leadership, governance and capability of the social sector.

Our initiatives have reached individuals and communities across the UK and beyond, extending to Europe, the Middle East, North Africa and South Asia through our partnership programme, Leadership for Gender Equality, with the British Council. Further partnership programmes were successfully concluded, including Social Leaders Cymru, which reached over 200 aspiring and existing third sector leaders in Wales. Leading Beyond Borders enhanced support and leadership for those in the migration and refugee sector, including individuals with lived experience of immigration systems. We welcomed new partnerships and audiences, through our programmes with the Institute of Chartered Foresters and our sister organisation, Clare Leadership.

In addition, we continued to provide the wider sector with management training and leadership development through our open programmes and courses. We are proud to have been able to create a lasting difference in the lives of our programme participants.

Details of all our 2022 programmes are included in this report.

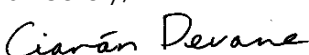
None of this would have been possible without the generosity of our funders who have shown unwavering support for our organisation through a challenging year, as we have grappled with the cost-of-living crisis in a post-lockdown world. We are deeply grateful for their continued trust and belief in our work. I am pleased to say we have weathered the financial impact of the pandemic and look forward to a sustainable future.

As an organisation, we experienced a transition in our own leadership, with the retirement of our Chief Executive of seven years, Shaks Ghosh. I would like to thank Shaks for her service to the organisation and inspiring our mission to democratise access to high quality leadership development. We welcomed our new Chief Executive, Nadia Alomar who stepped up to the position after three years as a senior leader in the organisation.

As we look ahead, we are committed to strengthening our foundations, building on our successes, and striving towards even greater impact, with a commitment to equity, diversity and inclusion – nurturing a culture of belonging. Alongside the delivery of our trusted open programmes and courses, we will continue to develop cohesive and effective communities through our place-based programmes and build organisational capacity and capability through our offer to organisations. By working together, we will move closer to an equitable and just society, supported by a social sector led with skill, efficiency and ethical values.

We hope that you find this report informative and inspiring.

Sincerely,



Sir Ciarán Devane, Chair of Board of Trustees

## **Trustees' Report**

The trustees present their report and the audited financial statements for the year ended 31 December 2022.

The organisation is a charitable company limited by guarantee, incorporated on 13 April 2010 and registered as a charity on 5 July 2010.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their financial statements in accordance with FRS 102.

## **Background**

The Clare Social Leadership Programme (Clare Social Leadership) was set up in October 2008 as an initiative of the Clare Duffield Foundation. Its purpose is to identify, connect and develop aspiring leaders in the social sector. The board of trustees was recruited in 2009, with the Clare Social Leadership Programme registered as a company limited by guarantee in April 2010 and its charitable status recognised in July 2010. This trustees' report covers the eleventh full financial year as an independent charity.

Trustees are very grateful to the Clare Duffield Foundation who from 2008 until 2021 have invested considerable funds in the professional development of aspiring and existing third sector leaders through the fellowship programme and more recently, digital courses.

At the same time, both organisations concentrated on ensuring the financial independence of the charity from the Foundation.

## **Objectives and activities**

The Articles of Association of the Clare Social Leadership Programme state that the charity promotes and supports the education, development and training of actual and potential leaders of social sector organisations. The definition of what is meant by 'social sector' is summarised in the Articles as those organised to provide, promote or secure social goods for beneficiary groups such as charities, community organisations, social enterprises and housing associations. The trustees review the aims, objectives and activities of the charity each year.

This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees review the success of each key activity and the benefits the charity has brought to those groups of people that it is established to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

## **Purpose and aims**

Clare Social Leadership seeks to identify, connect and develop aspiring leaders with a social purpose who are working for the benefit of individuals and communities across the UK. This is achieved through the following strategic objectives:

#### *Skills and development programmes*

- Growing and extending our programmes to reach as many social sector leaders as possible
- Impacting positively on individuals, organisations and communities through our programmes
- Supporting committed, values-based and reflective aspiring and established leaders and tracking the outcomes and impact they achieve in their leadership roles following their participation in our programmes

#### *Sustainability*

- Securing sustainable income through a successful fundraising strategy and continual diversification of income streams and models, including sources of earned income
- Being highly effective in our own governance, leadership, delivery and outcomes
- Working in line with the charity's values, while continually evaluating and improving our programmes, including market-testing their relevance and capacity to add value

#### *Sectoral collaboration*

- Maintaining a strong UK-wide perspective and building social sector connections across devolved administrations, maintaining close contact with ministers, civil servants and key politicians
- Enabling a strong network of social purpose organisations and leaders across the UK through online and in-person engagement
- Acting as a facilitator for effective and generous leadership across the social sector

#### *Learning and dissemination*

- Sharing learning about leadership development for the social sector, including our evaluation findings, and raising the profile of leadership as key to strengthening sector capacity
- Disseminating our findings and reports via the Clare Social Leadership website, linking to relevant partners
- Utilising an effective communications strategy including online and wider media profile, social media engagement, publishing articles, contributing to events and speaking engagements

#### **Public benefit**

Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission, including their guidance in PB2 (Public Benefit: Running a Charity).

The Clare Social Leadership fellows contribute directly to public benefit with positive outcomes for individuals and their communities through their activities while on the leadership development programmes and in their subsequent leadership of social purpose organisations and partnerships. Clare Social Leadership shares all its learning about effective social leadership widely so as many people as possible can benefit and improve outcomes for beneficiaries.

#### **Trustees**

The trustee board remained unchanged in 2022.

Appendix I provides full biographies of the current board of trustees.

Trustees are recruited on the recommendation of the Nominations Committee, who conduct an ongoing and comprehensive review of the skills present in the board and its ideal composition.

### **Staff**

Nadia Alomar, previously Director of Development, was appointed as CEO in July 2022 following the retirement of previous CEO Shaks Ghosh CBE.

The senior management team also includes: Angharad Irvine, Director of Leadership Programmes; Stephen Pugsley (joined in March 2022), Director of Finance and Resources; and Jenny Munday, Director of Development (joined in February 2023).

We would like to thank the following members of the management team who left during the year for their valued contribution to the organisation:

Shaks Ghosh CBE (retired June 2022), CEO

Wendy Leyland (retired April 2022), Director of Operations

Emmet Giltrap (resigned January 2023), Director of Marketing and Communications

Ralph La Fontaine (resigned April 2022), Director of Digital Learning

Appendix II provides full details of the current senior management team as of July 2023.

Remuneration for staff is set by the Chief Executive, who has responsibility for ensuring the overall salary budget for any year is not exceeded. Remuneration for the Chief Executive is agreed by the board of trustees. Salaries are reviewed on an annual basis, with periodic market review of salary levels at equivalent sized charities.

### **Activities in 2022**

In 2022 we shifted our programme focus from pandemic response to post-pandemic recovery, reset and rebuild. Alongside partners and alumni, we explored what leadership looks like in a post-pandemic world, and as new and evolving crises presented themselves, worked to ensure that our activities met the needs of leaders working in the social sector during these challenging times.

### **Audiences**

We proudly continued to obtain a large audience reach across our programmes and courses in 2022, providing learning activities to 1,090 participants.

We also worked to expand and diversify this reach, developing new programmes for audiences such as Black and racially minoritised leaders and new managers.

We continued to work in partnership with a number of organisations, including the Centre for Knowledge Equity, London Youth, the British Council and Cwmpas (formerly Wales Co-operative Centre). We also forged new partnerships with organisations such as the Institute for Chartered Foresters and Clare Leadership, offering us the opportunity to work with new audiences.

### **Programmes and courses**

Our offerings in 2022 were a mix of old and new: we concluded delivery on two of our largest ever programmes - Leading Beyond Borders and Social Leaders Cymru; we were recommissioned as

delivery partners on programmes with the British Council and London's Violence Reduction Unit; we were commissioned for new programmes working with The Institute of Chartered Foresters, English Heritage and our sister organisation Clare Leadership; and we continued to deliver open programmes and courses to those working in the third sector.

When possible, we responded to the growing calls for a blended delivery approach, incorporating face-to-face components alongside online elements to enhance peer connection and collaboration. Capacity and cost remained major barriers to learning for our audience, and in acknowledgement of this we continued to offer a varied suite of learning activities, from free learning interventions to short courses and guided programmes.

A full summary of all of our 2022 programmes and courses is provided below:

### **Leading Beyond Borders**

Delivery of our Leading Beyond Borders programme concluded in the autumn of 2022. The large-scale programme, the first of its kind, was designed to support the UK migration and refugee sector by strengthening leadership and developing the skills and capabilities needed to navigate, respond to and lead through the pressures of the hostile environment and the challenges faced by the UK's migrant and refugee communities.

The programme was run in partnership with the Lived Experience Leaders Movement and the Centre for Knowledge Equity and brought together both lived and non-lived experience leaders working in the UK migration and refugee sector. Combining online and face-to-face elements, the programme consisted of six-to-nine-month guided programmes for emerging and experienced leaders and was specifically tailored to address the needs and challenges of the migration and refugee sector.

*"I found references to the refugee and migration sector really unique about this programme, e.g. the Migration Exchange report, leadership talks, communications workshop. I loved the peer support. I have met my peer buddy who lives nearby, and we will continue to stay in touch. It was great to connect with people from the sector who understand your context. Action Learning facilitated a deep connection with others. The Clare Social wellbeing toolkit was incredible, and I've shared with others."*

The programme encouraged and created space for radical thinking and discussion around strategies for sector-wide transformational change through collective leadership. This was supported through a series of monthly 'Knowledge Exchanges', hosted by the Centre for Knowledge Equity, and the 'Peer Innovation Challenge'. In the case of the latter, participants worked in groups to define and explore some of the key challenges faced by the migration and refugee sector. Below are some of the themes that were identified and worked on by participants:

- Pathways to lived experience leadership
- Lived experience power and representation on boards
- Influencing in the hostile environment
- Wellbeing in the sector: influencing the Home Office

There were some impressive and innovative outputs from this component, including a toolkit for taking steps to develop lived experience leaders aimed at small refugee and migration organisations, and the creation of a social enterprise that provides flexible job opportunities for refugees and migrants and helps them secure meaningful remote work.

At programme-end participants reported feeling more confident in their leadership and also in the value of their lived experience. Many also reported an improvement in their wellbeing, their communication skills and having significantly strengthened their peer network.

*"This programme has been life changing. I've connected to who I was before my refugee experience. I feel the sky's the limit for my future now. My mental health has improved so much. I'm now speaking to leaders in the sector about lived experience - I never would have had the confidence to do this before."*

*"It's been a really fascinating few months... it came at a moment where I really needed some space to think clearly about aspects of my work, but also my relationship to it: it provided real clarity, and amazing opportunities to meet fascinating and incredibly smart people."*

*"Being able to do this programme with people from the same sector has been so important... and the creation of a network of peers was brilliant, and will continue to be beneficial going forward, I'm sure."*

*"I wish I had access to this training years ago. It's had a positive effect on me and my work and my ability to network and connect to others."*

### **Social Leaders Cymru**

Our large-scale place-based programme aimed at social leaders across Wales and delivered in partnership with Cwmpas concluded in 2022. The first of its kind and consisting of six separate learning streams, we reached over 200 participants within the following groups:

- Community Leaders
- New Managers
- Digital Leaders
- Emerging Leaders
- Experienced Leaders
- Board Leaders

Social Leaders Cymru aimed to develop a powerful cadre of leaders across Wales who would inspire the next generation and role model behaviours that enable the third sector to thrive. The programme aimed to improve diversity in the sector, encourage community cohesion and collaboration, enhance resilience and recovery from Covid-19 and create lasting culture change in Wales. To support this a 'Festival of Leadership' was run in parallel to the formal learning streams. Consisting of a series of speaker events and tailored workshops, festival events were open to everyone working in the third sector in Wales. We also hosted two 'Shared Purpose' days which offered the opportunity to bring together participants from across the various learning streams to identify, explore and innovate around some of the primary challenges facing the sector.

*"I think the programme is valuable to all organisations from all sectors and more would benefit from the training, thank you."* - Community Leader participant

*"I came in with three things in my management toolkit and I'm leaving with at least ten...I have a new team, so I feel I have the tools and skills to mould them into hopefully a successful and efficient, but also happy team."* - New Manager participant

*"Throughout the course I have passed learning on to my CEO and HR lead. I will be speaking at my next Board meeting on digital leadership." - Digital Leader participant*

*"It has allowed me the space to consider my own leadership and where best to utilise it to influence and make a difference in the community. I would recommend this programme and have already put into operation some of the aspects which can benefit the community which we serve, my organisation and my role." - Experienced Leader participant*

*"I developed enormously as a leader over the programme and feel now I can contribute more effectively as a trustee during board meetings. I gained confidence, and belief in my ability as a leader. I immensely enjoyed working with the training cohort, and we have retained contact through setting up a WhatsApp trustee support group. Building relationships and working in partnership was such a bonus of the programme." - Board Leader participant*

### **Leadership for Gender Equality**

Our partnership with the British Council continued throughout 2022 with the delivery of our 'Leadership For Gender Equality' course. Aimed at those working in the field of gender equality, the course saw us work with leaders from across Europe, Middle East and North Africa and South Asia. Regional facilitators were once again engaged to facilitate the programme and delivered the course to a total of 227 participants over the year.

*"The programme facilitators were there to listen and to give you space and time to share your thoughts. Also, the programme facilitators were well-prepared, kind and helpful."*

*"Incredible facilitators and always great discussions. They obviously listened carefully and added to discussions, rather than feel like they were being teachers. Super friendly and I've really enjoyed the live sessions!"*

Participants reported that the opportunity to exchange ideas and learn from each other's dialogue was invaluable and thought provoking, and some cohorts even requested additional live classrooms to enable ongoing discussions.

100% of final survey respondents stated that their confidence as leaders increased since starting the course and 97% stated that they felt better equipped to deal with future leadership issues as a result of completing the course.

*"This module has helped me a lot to boost my confidence. I was down and didn't really know what to do but I got a guideline. The materials were very, very, very helpful, especially the video on fear setting and the 'Future Letter'."*

*"Thank you! It was such a great journey - I'll never forget this programme."*

### **Leadership Lighthouses and Leadership LAB: West Yorkshire, a pilot**

In alignment with our organisational mission to surface and elevate Black and racially minoritised leadership in the UK, 2022 saw us pilot our first 'Leadership Lighthouses' initiative. Through the initiative, we share our most impactful leadership development tools and resources with Black and racially minoritised social leaders and organisations. The pilot project comprised of three components:

- A research report, conducted by The Ubele Initiative, which explored the development needs of Black and racially minoritised social leaders in the UK
- A train-the-trainer course and access to Clare Social Leadership's training products and materials for local delivery partners
- A place-based Emerging Leader Programme for Black and racially minoritised leaders delivered by trained, local delivery partners

Following a consultation period, two delivery partners based in the West Yorkshire region were appointed as Programme Directors for the Leeds and Bradford area. After receiving training on our approach, methodologies and products, the Programme Directors delivered a four-month leadership development programme to 24 Black and racially minoritised social leaders working for organisations and communities in Leeds, Bradford and the surrounding West Yorkshire area. The programme was designed to create a safe space to explore and build leadership potential and confidence, increase efficiency and team performance, strengthen networks, and drive social change.

*"The key highlight was the cohort of people involved, they were a great group. I have taken away that many Black and racially minoritised social leaders have servant leadership at the core of their values and approach. My key learning was around looking after and knowing myself so that I am able to lead and support others more effectively."*

*"My learning is more around how I interact with others and how I need to manage my expectations in terms of leading others."*

*"The learning day taught me that it's not just about myself but how my approach and demeanour might impact others."*

### **Emerging and Experienced Leader**

Over the course of 2022 we launched two open (commercial) programmes aimed at Emerging Leaders (defined as those with three to six years' leadership experience) and one Experienced Leader programme (aimed at those with six plus years' leadership experience).

In addition to formal learning and development activities, the programmes created space for leaders to come together and discuss pressing leadership and organisational challenges. Participants worked together to innovate around and explore solutions to topics such as diversity in leadership, equipping social leaders to be anti-racist, social change through collaboration and protecting wellbeing.

*"The most important way this programme has impacted my leadership development is by being confident in being an authentic version of myself as a leader, rather than trying to be someone else - I will and can do it as I am."*

*"As an organisation on an anti-racist journey, this programme and the challenge project in particular has enabled me to focus on the leadership aspects necessary for anti-racism."*

*"This programme has helped me have more confidence in my opinions and more able to speak out at work about things that I feel need to be addressed. I've become more direct and less hesitant."*

*"I am less anxious about scenarios that present themselves, and as a result I am better at dealing with them, which is better for me and my organisation."*

*"It was really valuable to be able to prioritise self-learning and reflection for the last six months. I'd like to make this a practice going forwards. I also think setting goals at the start for my personal learning and development - get some advice on them and how I can address them, and then be able to see how much I have grown in six months was really helpful. I don't know how easy it will be to do that again! But it felt much more personal and honest than any of my appraisal goals at work. I was able to be vulnerable about my weaknesses and then be able to work on responding to them."*

### **Management Essentials**

In line with our commitment to provide support to leaders at every stage of their career, 2022 saw us launch our Management Essentials programme, a five-month online programme aimed at new managers or those with limited formal management training. Through a series of workshops focusing on key management topics, participants explore what it is that makes a good manager and are supported in developing and refining their management style.

Participants reported having increased their knowledge of effective management, a greater sense of self-awareness and improved confidence. The programme also encourages peer learning and collaboration, and many reported having strengthened their peer network as a consequence of the programme.

*"The reflections from the facilitators on people's individual problems were extremely wise and supportive and well received."*

*"I enjoyed the programme and learned a lot from it and from the conversations we had with the facilitators and other participants and reflected this on my work. I hope we can keep in touch after the programme."*

*"I have a better understanding of my own management and communication styles."*

*"Thank you very much for such a thoughtful course - it felt extremely supportive."*

### **Other Partnership Programmes**

We continued to develop our partnership work through both established and new partnerships.

We were delighted to continue to work alongside London Youth as a delivery partner on London's Violence Reduction Unit's Rise Up Programme for the second year running. Aimed at frontline youth practitioners, our involvement included general consultancy and programme design support as well as delivering coaching and leadership development training to the programme's 100 participants. We were also commissioned to deliver an additional workshop on healthy and resilient leadership after this was identified as an area of specific interest by the participants.

We were commissioned by Clare Leadership, our sister organisation, to develop our Discover course for the arts, culture and creative sector. We undertook a collaborative co-design process with Clare Leadership to tailor the course to their audience and delivered a train-the-trainer workshop with the appointed course facilitator. The course pilot launched in the autumn of 2022:

*"It has empowered me to be bold and celebrate the strengths I have as a leader."*

*"By the end of week 1, I felt a renewed energy and excitement to put what I read into practice and have been working on this ever since."*

We were also commissioned by the Institute of Chartered Foresters to deliver our Discover course to a total of 50 participants from the forestry and arboricultural sector. The Institute of Chartered Foresters were keen to encourage collaboration and peer networking, and to meet this objective we tailored the course by increasing the number of live classrooms from two to four over the four-week delivery period.

80% of participants reported that their confidence as a leader increased over the duration of the course and 75% reported that they felt better equipped to deal with any leadership issues that may arise in the future.

*"Great course content and very well delivered. Engagement is actively encouraged and greatly enhances the benefits to those involved."*

*"The online content (the reads and podcast) has been excellent - very insightful and useful for me. I have saved these to read again and again: they addressed many of the issues I have with myself."*

*"Excellent course content, I especially enjoyed the TED talks on why, how, what - really got me thinking outside of the box."*

We were commissioned by English Heritage to deliver our five-week Discover Youth course to a selection of the young leaders working for their organisation. Participants reported that they found the course content, materials and tasks to be informative, inspirational and thought-provoking. The course scored a combined weekly average of 4.3 out of 5. The course module that focused on wellbeing was particularly well received, gaining a feedback score of 4.7 out of 5.

*"I found [week 2] really helpful, because it made me properly reflect on why I do the job that I do. With the daily challenges of starting a new job, it is easy to forget your personal goals for your organisation, and your motivations for the work that you do. Really understanding this about myself makes me feel more confident in being able to relay this motivation into achievements, and direction and inspiration for those I might lead in the future."*

*"I really appreciate the focus on wellbeing. So much...work in this sector seems to require you to push yourself to your limits and sacrifice so much, and wellbeing and good mental health isn't touched upon enough."*

*"I thought the Social Capabilities Framework especially was really useful and unique - it helped me see what areas I wanted to develop and what areas I am already strong in."*

*"I really valued the live sessions. I was able to share with others who are in a similar situation to me and it was validating. The breakout sections were useful to be able to discuss topics in detail and in a smaller group setting."*

### Short Courses

We continued to run the following open online short courses in 2022, reaching a total of 199 individuals from across the third sector:

- Discover
- Discover Feminist Leadership
- Discover Now!
- Discover Youth
- Diversity, Equity & Inclusion: Leading through Transformation
- Stepping Into Management

*We would like to extend our deepest gratitude to our many funders and partners who have enabled us to continue to offer support to social sector leaders.*

### Digital platforms and systems

Whilst we have started to reincorporate face-to-face elements into some of our learning activities, we continue to rely on digital platforms and systems for both programme delivery and participant and alumni engagement. This hybrid format enables us to meet our aim of making leadership development affordable and accessible to the sector.

### Achievements and performance - Key Performance Indicators (KPIs)

Clare Social Leadership's vision is of a society enriched by a diverse and inclusive social sector led by individuals with lived and learned experience. Individuals with a rich skill set who lead with efficiency and ethical values, so they can respond positively to the changing demands of the 21st century.

To monitor and evaluate our vision, we present three important KPIs: (1) the number of leaders reached; (2) the ethnic diversity of leaders reached; and (3) the programmes' impact on leaders, their organisations and communities.

#### 1) Number of leaders reached

|             | <u>2016</u> | <u>2017</u> | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total reach | 173         | 243         | 543         | 453         | 835         | 1160        | 1090        |
| % increase  |             | 40%         | 123%        | (17%)       | 84%         | 39%         | (6%)        |

#### 2) Ethnic diversity of leaders reached

Clare Social Leadership is committed to achieving and promoting equity and diversity both within our organisation and through our work and activities. 23% of participants across all of our programmes and courses were from a black or racially minoritised background.

#### 3) Programme impact

Our unique approach is proven to work and has consistently delivered impact within the social sector. Analysis shows 93% of our fellows lead more effectively since completing their programme and 74% have increased their organisation's social impact. We measure our programmes' overall impact at three key touch points through a combination of surveys and written or verbal testimonials:

- Programme end
- Six months post-programme
- Annually post-programme

## Financial review

The financial statements cover the twelfth full financial year that the charity was independently operational.

The impact of Covid-19 and the likelihood of recurring lockdown restrictions remained a significant risk during the financial year.

## Income

Clare Social Leadership receives grant funding from numerous foundations, trusts and corporate sponsors. The largest grants in 2022 were £125,000 from the Jubilee Foundation (unrestricted funding) and £75,000 (restricted funding) for our Leading Beyond Borders Programme, a joint initiative supported by Global Dialogue and funded by Paul Hamlyn Foundation, Barrow Cadbury Trust, Esmée Fairbairn Foundation, Joseph Rowntree Charitable Trust, Unbound Philanthropy, Social Change Initiative, Lloyds Bank Foundation, Metropolitan Migration Foundation and A. B. Charitable Trust.

Total income was £468,574 for the year. This is an overall reduction of just under 53% from 2021 £882,098, though in line with our expectations given the current challenging operational climate. However, within this figure, there was a significant shift in our unrestricted income which increased to £393,574 in 2022 from £179,678 in 2021, an increase of £213,896 as part of our business plan to grow unrestricted income.

Trustees are very grateful to the Jubilee Foundation for the award of £250,000 of unrestricted funding, £125,000 in both 2022 and 2023, and to the Paul Hamlyn Foundation for the unrestricted grant funding to help cover core costs over the five-year period from 2018-2022, awarded through their Backbone Fund grant initiative.

Trustees wish to thank all of our funders in 2022:

Garfield Weston Foundation  
The National Lottery Community Fund  
The Moondance Foundation  
The Jubilee Foundation  
Paul Hamlyn Foundation  
Barrow Cadbury Trust  
Esmée Fairbairn Foundation

Unbound Philanthropy  
Social Change Initiative  
Lloyds Bank Foundation  
Metropolitan Migration Foundation  
A. B. Charitable Trust  
Joseph Rowntree Charitable Trust  
*With the support of Global Dialogue*

Reports are made to funders each year updating them on the progress of the programme and the contribution their funding has made to enable this.

## Expenditure

Total spending for the year was £883,035 a reduction of 22% from the previous year's expenditure of £1,125,569. This is linked primarily to the completion of phase one of the digital innovations project in 2021 and the delivery in 2021 of restricted funded programmes carried over from 2020 due to Covid-19 restrictions.

### **Movement of Funds**

Restricted funds at the year-end 2022 are £91,225 (£319,990 in 2021), a reduction of £228,765 primarily due to the delivery of leadership programmes carried over from 2021, and the corresponding balance of restricted funds being held as restricted reserves in 2021 to fund this activity during 2022.

Unrestricted reserves were also lower this year £376,361 (£562,057 in 2021), a reduction of £185,696. There are several factors within this, though primarily linked to the overall reduction in funding, and the need to retain a core of key staff while transitioning to more diverse income streams, particularly in unrestricted funding.

### **Reserves**

Trustees have a policy of holding a free reserve of at least £159,000 to cover three months of core operational expenditure (staff and office costs). This was met across 2022, with unrestricted general reserves, excluding reserves tied up in fixed assets, of £374,866 as at 31 December 2022.

Our level of reserves will be particularly important as we continue to manage the negative effects of Covid-19 and the cost-of-living crisis on our core business of providing guided, face-to-face learning programmes. Increased emphasis has been placed on further developing our role as facilitator, thought leader and digital provider of leadership development in the social sector, as explained in the section below, *Plans for 2023*.

### **Structure, governance and management**

The Clare Social Leadership Programme, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, last updated on 1 March 2017. Trustees are recruited by the agreement of the board of trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity. All trustees are encouraged to take up relevant training, briefings and conferences.

Trustees regularly review the progress of the charity and its funding. The Audit and Risk Committee reviews the risks, controls and financial management of the charity. Trustees are responsible for setting the strategy for Clare Social Leadership and securing both the public benefit delivered through its outcomes and impact, and the sustainability of the charity. The trustees are responsible for the appointment of the Chief Executive.

### **Major risks and uncertainties**

The major risks to the charity have been identified in a comprehensive risk register and the management of these is monitored by the Audit and Risk Committee on a bi-monthly basis. This register is also reviewed by all trustees as part of the board papers with each board meeting.

The four risks categories identified with the highest scores (both Impact and Likelihood deemed Medium to High) are as follows:

- 1) Shift to prioritise frontline funding potentially resulting in an insufficient funder pipeline.
- 2) Decrease in commercial income due to the impact of the cost-of-living crisis.
- 3) Staff retention and recruitment due to the sector's unstable financial environment.
- 4) Inconsistent approach to equity, diversity and inclusion.

These risks have been mitigated through the following actions:

- 1) Demonstrated impact of our programmes and increased need post-Covid-19, along with a plan to diversify income streams.
- 2) Continued advocacy of the impact of our programmes at a sector level and engagement with sector leaders, whilst keeping programme fees as low as possible.
- 3) Team structures and roles reviewed to improve cohesiveness and support for staff across the organisation, along with a review of staff benefits focused on enhancing wellbeing.
- 4) Applied lessons learned from partnership work on funded programmes to our commercial programmes (this is ongoing, and each area of the organisation is under continuous review).

### **Plans for 2023**

Our analysis shows 93% of our fellows lead more effectively since completing their programme, 73% go on to develop other leaders, 69% have led a major innovation in their organisation and 74% have increased their organisation's social impact.

We are determined to further extend the reach of our activities and continue to ensure that social purpose organisations have effective and resilient leadership that transforms people's lives across the UK. With this in mind, our plans for 2023 and beyond are as follows:

- Our approach to social sector leadership development is unrivalled and we aim to make it more accessible to a wider range of social leaders in the UK. All activities will centre around equity, diversity and inclusion. The sector has a diversity problem, in particular ethnic diversity, and especially in senior leadership roles. We will build on our recent partnership programmes which have developed the leadership of those who continue to experience racism, individuals with lived experience of immigration systems, lived experience of criminal justice systems and women in leadership.
- We will continue to prioritise local communities via place-based skills and development programmes. Our place-based programmes welcome and supports people from all different backgrounds to build change together, creating essential networks that can then provide opportunities for collaborative working, creative thinking, and peer support - all of which are crucial to building a dynamic and thriving society. We will shine a light on small and grassroots organisations, who despite providing a lifeline to their communities are being left behind with little to no support. Building their capacity, enhancing their impact and strengthening their governance are vital.
- We will increase our work with organisations, supporting the development of their staff and teams. As well as diversity and economic pressures, the sector continues to experience issues with culture, discrimination, bullying, high staff turnover, and staff wellbeing and recruitment. We need skilled, efficient and ethical leadership more than ever. Over the years, we have supported nearly three thousand unique organisations, striving for positive social change. Developing individuals and teams causes a 'ripple effect' of positive role modelling and behaviours both internally and externally. This allows their beneficiaries to receive impactful services, allowing hundreds of thousands of people across the UK to experience positive change.

**Statement of trustee responsibilities**

The trustees (who are also directors of the Clare Social Leadership Programme for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK GAAP).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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

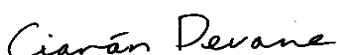
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Auditors**

Moore Kingston Smith were re-appointed as the charitable company's auditors during the period and have expressed their willingness to continue in that capacity.

The trustees' report has been prepared in accordance with the special provisions applicable to companies, subject to the small companies' regime.

Approved by the Trustees on 20th July 2023 and signed on their behalf by



Sir Ciarán Devane – Chair, Board of Trustees

## Appendix I: Trustee Biographies

We take good governance seriously, and our board of trustees is the backbone of this. Our trustees come from across a wide range of sectors and have taken diverse career paths. This is a wealth of experience and expertise that makes for a strong Clare Social Leadership board.

### **Sir Ciarán Devane (Chair)**

Sir Ciarán Devane is the Chair of the Irish health service (the HSE), the Director of the Centre for Trust, Peace, and Social Relations at Coventry University and a trustee of Friends of Europe and of the British-Irish Association. A chemical engineer by training, Ciarán had a twenty-year career in industry and management consulting before becoming Chief Executive of Macmillan Cancer Support and subsequently Chief Executive of the British Council. He has served on the Board of NHS England, and of Social Finance Limited. In 2015 he was knighted for services to cancer patients.

### **Tina Alexandrou**

Tina Alexandrou is a Trustee of the Resolution Trust and Resolution Foundation, a social policy and research organisation whose goal is to improve the living standards for the 15 million people in Britain on low and middle incomes. Tina has been with the Foundation since its formation in 2005. She has a particular interest in education and is the Vice Chair on the Ark School's Board and is also Chair of Governors of an Ark Primary in White City, London. She is also a trustee of The Old Vic Theatre. Prior to her work in the third sector her career was spent in the insurance and banking industry both in the UK and internationally.

### **Mark Fisher CBE FRSA**

Mark Fisher is the Chief Executive of NHS Greater Manchester Integrated Care. Prior to this, Mark was Director General and Secretary to the Grenfell Tower Public Inquiry. Mark is also the former Director of the Office for Civil Society and Innovation in the Cabinet Office, supporting the Government's ambitions for volunteering, philanthropy and social investment; and for the general development of the voluntary and community sector. Mark was previously Social Justice Director in the Department for Work and Pensions (DWP) responsible for the Government's agenda for the prevention of long-term welfare dependency, and before that the Jobseekers and Skills Director in the DWP, responsible for the national regime for supporting unemployed people. Mark has been Chief Executive of the Sector Skills Development Agency and a Director of Working Links (Employment) Ltd. He is on the Council of Huddersfield University.

### **Patrick Stevens**

Patrick Stevens trained as a Chartered Accountant in Norfolk, his original home. After that he spent his career as an accountant in practice in London. For 17 years he was a Partner and a Managing Partner in Ernst and Young. On retiring from practice, he spent three years as Tax Policy Director at the Chartered Institute of Taxation. Since then, he has taken on various voluntary roles, including trustee and treasurer of Sussex Community Foundation and Resolution Foundation.

### **Nicola Kidston**

Nicola Kidston is a senior social sector leader with over 20 years' experience. She is committed to creating positive futures with young people and is energised by developing strong, collaborative partnerships to innovate, scale and embed programmes to achieve national impact and has successfully achieved this in both education and youth sector settings. She is the Deputy CEO and Head of Programmes at Peer Power. She has held previous roles as Head of Programme (English as

an Additional Language) at The Bell Foundation, developing digital and blended models to scaling training and resources for schools as well as providing thought leadership and sharing best practices. As Director of Development and Partnership at the Foyer Federation, Nicola developed and scaled programmes with young people experiencing homelessness across the Foyer network. Prior to this she had a range of project management and youth justice roles at SOVA, Leeds Youth Offending Service and the ReachOut Project. Nicola has been a Clare Social Leadership fellow since 2016 and continues to connect to her peer group for learning and development.

**John O'Brien MBE**

John O'Brien is part-time EMEA Managing Partner at ONE HUNDRED, Omnicom's ethical purpose consortium consisting of nine of Omnicom's leading global agencies. John is also a bestselling business author and recognised campaigner with over thirty years' experience leading initiatives covering over twenty countries. This includes being founder of Anthropy, the national responsible leadership gathering focused on the future of Britain and held annually at The Eden project in Cornwall. John's professional background is varied, starting with a few early years in banking followed by a decade as a British Army Infantry Officer, serving in theatres around the world, retiring as a Captain in 1994. His training and operational experience in creating clarity from complex, often chaotic and dangerous situations, acted as a key grounding for his future career and brings wide experience to his various roles.

**Vyla L. Rollins**

Vyla Rollins is an Organisational Psychologist who has worked as a global strategic organisational effectiveness consultant in the private, public and voluntary sectors for over 30 years. She is currently the Executive Director of London Business School's (LBS) Leadership Institute. The Institute seeks to research and explore a myriad of issues related to leadership and leading, as well as discuss and challenge perceptions of leadership, present ideas about the future of leadership and their attributes. Vyla also designs and delivers on selected bespoke educational programmes delivered by LBS's Executive Education Department, as well as coaching on a number of degree and customised Executive Education programmes at LBS. She is also a Managing Director of Rubato Global Consulting Limited.

**Deborah Smart**

Deborah Smart currently works within the Innovation and Growth team at the City of London Corporation. Prior to this she spent more than 15 years working in the social finance sector, where she specialised in developing and delivering large-scale support programmes for charities and social enterprises. As Director of Grants at Social Investment Business she gained extensive experience of working with government bodies, trusts and foundations. Deborah was the 2015 Clare Social Leadership Social Finance fellow. Deborah is a trustee of SFAET Ltd, a multi-academy trust in the London Borough of Havering. In her spare time, Deborah also volunteers with a small Essex-based broadcasting charity.

## **Appendix II: Senior Management Team Biographies**

**As of July 2023**

### **Nadia Alomar – Chief Executive from July 2022**

Nadia's passion for social change has driven her 20-year career in the social sector. She has specialised in strategic communications and investor relations within national and global non-profit organisations, with an emphasis on strategic development, income generation and audience growth. Together with the team, Nadia is committed to breaking down leadership barriers to create an equitable and thriving social sector.

### **Angharad Irvine – Director of Leadership Programmes**

Angharad's experience spans both the private and social sector and ranges from the design, facilitation and project management of training curricula, to creating learning management systems and blended learning solutions on a global scale. She oversees the effectiveness, sustainability and quality of Clare Social Leadership programmes, ensuring they adequately reflect and support the leadership needs of the social sector.

### **Stephen Pugsley – Director of Finance and Resources**

Stephen has responsibility for the finance, IT, HR and board governance functions. He has over 30 years' experience working in the non-profit sector in similar roles across a range of organisations including Victim Support, Media Trust, St Christopher's Fellowship and the Royal Society of Medicine, also as treasurer of a youth charity. Stephen is passionate about working in the social sector and the impact it has in creating social change.

### **Jenny Munday – Director of Development**

Jenny is responsible for the fundraising efforts within the organisation and in close collaboration, the development of new programmes and projects. A Clare Social fellow herself, Jenny's career has focused on supporting individuals, organisations and systems to thrive within the non-profit sector – to which leadership development has been central. Jenny is a small charities' advisor, trustee and a qualified action learning facilitator, driven by her commitment to furthering human rights, social action and children and young people's causes.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

### **Opinion**

We have audited the financial statements of The Clore Social Leadership Programme ('the company' for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **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 financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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 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 directors with respect to going concern are described in the relevant sections of this report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

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

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

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

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' 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 exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 17 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 determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 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**

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Explanation as to what extent the audit was considered 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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, 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 or intentional misrepresentations, or through collusion.

### 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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP.*

James Saunders (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street  
London  
EC2A 2AP

Date: 5 September 2023

## The Clore Social Leadership Programme

### Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2022

|                                                                            |      |                   |                  | 2022             |                   |                 | 2021             |
|----------------------------------------------------------------------------|------|-------------------|------------------|------------------|-------------------|-----------------|------------------|
|                                                                            | Note | Unrestricted<br>£ | Restricted<br>£  | Total<br>£       | Unrestricted<br>£ | Restricted<br>£ | Total<br>£       |
| <b>Income from:</b>                                                        |      |                   |                  |                  |                   |                 |                  |
| Donations and legacies                                                     | 2    | 185,000           | -                | <b>185,000</b>   | 48,252            | -               | 48,252           |
| Charitable activities                                                      | 3    |                   |                  |                  |                   |                 |                  |
| Emerging leader programmes                                                 |      | 51,967            | 75,000           | <b>126,967</b>   | 37,400            | 360,470         | 397,870          |
| Senior & experienced leader                                                |      | 10,258            | -                | <b>10,258</b>    | -                 | 39,950          | 39,950           |
| Digital and online programmes                                              |      | 24,807            | -                | <b>24,807</b>    | 27,180            | 75,000          | 102,180          |
| Place based programmes                                                     |      | -                 | -                | <b>-</b>         | -                 | 227,000         | 227,000          |
| Other earned income                                                        |      | 120,704           | -                | <b>120,704</b>   | 66,655            | -               | 66,655           |
| Investments                                                                |      | 838               | -                | <b>838</b>       | 191               | -               | 191              |
| <b>Total income</b>                                                        |      | <b>393,574</b>    | <b>75,000</b>    | <b>468,574</b>   | <b>179,678</b>    | <b>702,420</b>  | <b>882,098</b>   |
| <b>Expenditure on:</b>                                                     |      |                   |                  |                  |                   |                 |                  |
| Raising funds                                                              | 4    | 6,952             | -                | <b>6,952</b>     | 40,189            | -               | 40,189           |
| Charitable activities                                                      | 4    |                   |                  |                  |                   |                 |                  |
| Short courses & masterclasses                                              |      | 232,778           | -                | <b>232,778</b>   | 23,100            | -               | 23,100           |
| Emerging leader programmes                                                 |      | 163,760           | 177,005          | <b>340,765</b>   | 105,087           | 461,520         | 566,607          |
| Senior & experienced leader                                                |      | 29,636            | -                | <b>29,636</b>    | 20,982            | 39,950          | 60,932           |
| Digital and online programmes                                              |      | 68,786            | -                | <b>68,786</b>    | 185,224           | 79,693          | 264,917          |
| Place based programmes                                                     |      | 77,418            | 126,700          | <b>204,118</b>   | 7,249             | 162,575         | 169,824          |
| <b>Total expenditure</b>                                                   | 4    | <b>579,330</b>    | <b>303,705</b>   | <b>883,035</b>   | <b>381,831</b>    | <b>743,738</b>  | <b>1,125,569</b> |
| <b>Net income / (expenditure) for the year</b>                             |      | <b>(185,756)</b>  | <b>(228,705)</b> | <b>(414,461)</b> | <b>(202,153)</b>  | <b>(41,318)</b> | <b>(243,471)</b> |
| Transfers between funds                                                    |      | 60                | (60)             | -                | 1,511             | (1,511)         | -                |
| <b>Net income / (expenditure) before other recognised gains and losses</b> |      | <b>(185,696)</b>  | <b>(228,765)</b> | <b>(414,461)</b> | <b>(200,642)</b>  | <b>(42,829)</b> | <b>(243,471)</b> |
| <b>Net movement in funds</b>                                               |      | <b>(185,696)</b>  | <b>(228,765)</b> | <b>(414,461)</b> | <b>(200,642)</b>  | <b>(42,829)</b> | <b>(243,471)</b> |
| <b>Reconciliation of funds:</b>                                            |      |                   |                  |                  |                   |                 |                  |
| Total funds brought forward                                                |      | 562,057           | 319,990          | <b>882,047</b>   | 762,699           | 362,819         | 1,125,518        |
| <b>Total funds carried forward</b>                                         | 16   | <b>376,361</b>    | <b>91,225</b>    | <b>467,586</b>   | <b>562,057</b>    | <b>319,990</b>  | <b>882,047</b>   |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

The notes on pages 29 to 38 form part of these financial statements

# The Clore Social Leadership Programme

## Balance sheet

Company no. 07222275

As at 31 December 2022

|                                                | Note | £              | 2022<br>£      | £       | 2021<br>£ |
|------------------------------------------------|------|----------------|----------------|---------|-----------|
| <b>Fixed assets:</b>                           |      |                |                |         |           |
| Tangible assets                                | 10   |                | <b>1,496</b>   |         | 3,654     |
|                                                |      |                | <b>1,496</b>   |         | 3,654     |
| <b>Current assets:</b>                         |      |                |                |         |           |
| Debtors                                        | 11   | <b>92,916</b>  |                | 81,620  |           |
| Cash at bank and in hand                       |      | <b>581,141</b> |                | 892,797 |           |
|                                                |      | <b>674,057</b> |                | 974,417 |           |
| <b>Liabilities:</b>                            |      |                |                |         |           |
| Creditors: amounts falling due within one year | 12   | <b>207,967</b> |                | 96,024  |           |
| <b>Net current assets / (liabilities)</b>      |      |                | <b>466,090</b> |         | 878,393   |
| <b>Total net assets / (liabilities)</b>        | 15   |                | <b>467,586</b> |         | 882,047   |
| <b>The funds of the charity:</b>               | 16   |                |                |         |           |
| Restricted income funds                        |      |                | <b>91,225</b>  |         | 319,990   |
| Unrestricted income funds:                     |      |                |                |         |           |
| Designated funds                               |      | -              |                | -       |           |
| General funds                                  |      | <b>376,361</b> |                | 562,057 |           |
| Total unrestricted funds                       |      |                | <b>376,361</b> |         | 562,057   |
| <b>Total charity funds</b>                     |      |                | <b>467,586</b> |         | 882,047   |

Approved by the trustees on 20th July 2023 and signed on their behalf by

*Ciarán Devane*

Sir Ciarán Devane- Trustee

The notes on pages 29 to 38 form part of these financial statements

# The Clore Social Leadership Programme

## Statement of cash flows

For the year ended 31 December 2022

|                                                              | Note | 2022<br>£                                | 2021<br>£                                |                                 |
|--------------------------------------------------------------|------|------------------------------------------|------------------------------------------|---------------------------------|
| <b>Net income / (expenditure) for the reporting period</b>   |      | <b>(414,461)</b>                         | (243,471)                                |                                 |
| Depreciation charges                                         |      | 2,158                                    | 3,591                                    |                                 |
| Dividends, interest and rent from investments                |      | (838)                                    | (191)                                    |                                 |
| (Increase)/decrease in debtors                               |      | (11,296)                                 | 30,355                                   |                                 |
| Increase/(decrease) in creditors                             |      | 111,943                                  | (80,804)                                 |                                 |
| <b>Net cash from/(used in) operating activities</b>          |      | <b>(312,494)</b>                         | (290,520)                                |                                 |
| <b>Cash flows from investing activities:</b>                 |      |                                          |                                          |                                 |
| Dividends, interest and rents from investments               | 838  |                                          | 191                                      |                                 |
| Purchase of fixed assets                                     | -    |                                          | (3,201)                                  |                                 |
| <b>Net cash provided by / (used in) investing activities</b> |      | 838                                      | (3,010)                                  |                                 |
| <b>Net cash provided by / (used in) financing activities</b> |      | -                                        | -                                        |                                 |
| <b>Change in cash and cash equivalents in the year</b>       |      | (311,656)                                | (293,530)                                |                                 |
| Cash and cash equivalents at the beginning of the year       |      | 892,797                                  | 1,186,327                                |                                 |
| <b>Cash and cash equivalents at the end of the year</b>      |      | <b>581,141</b>                           | <b>892,797</b>                           |                                 |
| <b>Analysis of cash and cash equivalents</b>                 |      |                                          |                                          |                                 |
|                                                              |      | <b>At 31<br/>December<br/>2022<br/>£</b> | <b>At 31<br/>December<br/>2021<br/>£</b> |                                 |
| Cash in hand and at bank                                     |      | 581,141                                  | 892,797                                  |                                 |
| <b>Total cash and cash equivalents</b>                       |      | <b>581,141</b>                           | <b>892,797</b>                           |                                 |
| <b>Analysis of changes in net debt</b>                       |      |                                          |                                          |                                 |
|                                                              |      | <b>At Start of<br/>year<br/>£</b>        | <b>Cashflows<br/>£</b>                   | <b>At end of<br/>year<br/>£</b> |
| Cash in hand and at bank                                     |      | 892,797                                  | (311,656)                                | 581,141                         |

**1 Accounting policies**

**a) Company information**

Clore Social Leadership Programme is a charitable company limited by guarantee registered in England with registration number 07222275. Its registered office address is 7 Bell Yard, London WC2A 2JR.

**b) Basis of preparation**

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 (FRS 102) (effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Update Bulletin 2, and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment in respect of a period of one year from the date of approval of the financial statements.

Annual budgets have been revised taking the current fall in income into account with prudent figures for both income and expenditure. The charity holds reserves over and above the reserves policy and has liquid assets in the form of cash held in short term deposits.

For this reason the trustees continue to adopt the going concern basis in preparing the financial statements.

**e) Income**

Income, including from Government and other grants, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income for programmes spanning two or more accounting periods is allocated over the period to which it relates in order to more accurately recognise the performance conditions associated with this income. Income received in advance of delivery of a specified service is deferred until the criteria for income recognition is met.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or has received the service. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

**1 Accounting policies (continued)**

**g) Interest receivable**

Interest on funds held on deposit is included when receivable.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

Expenditure on charitable activities includes the costs of offering fellowships and delivering related services undertaken to further the purposes of the charity and their associated support costs.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

|                               |     |
|-------------------------------|-----|
| Emerging leader programmes    | 31% |
| Short courses & masterclasses | 34% |
| Place based programmes        | 24% |
| Digital and online programmes | 11% |

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Governance costs, which are considered a category of support costs, are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**k) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

|                    |         |
|--------------------|---------|
| Computer Equipment | 3 years |
|--------------------|---------|

**1 Accounting policies (continued)**

**l) Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Financial assets**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Financial Liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**m) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**n) Pensions**

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accruals basis.

**o) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**p) Significant accounting policies**

In the application of the company's accounting policies, the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

## 2 Income from donations

|                            | Unrestricted<br>£ | Restricted<br>£ | 2022 total<br>Total<br>£ | 2021<br>Total<br>£ |
|----------------------------|-------------------|-----------------|--------------------------|--------------------|
| Paul Hamlyn Foundation     | 60,000            | -               | <b>60,000</b>            | 40,000             |
| Comic Relief               | -                 | -               | -                        | 8,000              |
| GL Jubilee Foundation      | 125,000           | -               | <b>125,000</b>           | -                  |
| Small grants and donations | -                 | -               | -                        | 252                |
|                            | <u>185,000</u>    | <u>-</u>        | <u><b>185,000</b></u>    | <u>48,252</u>      |

All income in 2021 was unrestricted

## 3 Income from charitable activities

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2022<br>Total<br>£    | 2021<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|-----------------------|--------------------|
| Emerging leader programmes              | 51,967            | 75,000          | <b>126,967</b>        | 397,870            |
| Senior & experienced leader             | 10,258            | -               | <b>10,258</b>         | 39,950             |
| Digital and online programmes           | 24,807            | -               | <b>24,807</b>         | 102,180            |
| Place based programmes                  | -                 | -               | -                     | 227,000            |
| Other earned income                     | 120,704           | -               | <b>120,704</b>        | 66,655             |
| Total income                            | <u>207,736</u>    | <u>75,000</u>   | <u><b>282,736</b></u> | <u>833,655</u>     |
| Total income from charitable activities | <u>207,736</u>    | <u>75,000</u>   | <u><b>282,736</b></u> | <u>833,655</u>     |

Income in 2021 comprised of unrestricted income of £131,235 and restricted income of £702,420.

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2022

#### 4 Analysis of expenditure

|                                    | Cost of<br>raising funds<br>£ | Short courses<br>&<br>masterclasses<br>£ | Emerging<br>leader<br>programmes<br>£ | Senior &<br>experienced<br>leader<br>£ | Digital and<br>online<br>programmes<br>£ | Place based<br>programmes<br>£ | Governance<br>costs<br>£ | Support costs<br>£ | 2022 Total<br>£ | 2021 | Total<br>£       |
|------------------------------------|-------------------------------|------------------------------------------|---------------------------------------|----------------------------------------|------------------------------------------|--------------------------------|--------------------------|--------------------|-----------------|------|------------------|
| Staff costs (Note 6)               | -                             | 64,774                                   | 58,803                                | -                                      | 20,593                                   | 45,709                         | -                        | 231,406            | <b>421,285</b>  |      | 614,245          |
| Programme development              | -                             | -                                        | -                                     | -                                      | 8,950                                    | -                              | -                        | -                  | <b>8,950</b>    |      | 26,587           |
| Residential costs                  | -                             | -                                        | 85,978                                | 6,200                                  | -                                        | 9,706                          | -                        | -                  | <b>101,884</b>  |      | 48,838           |
| Central tuition                    | -                             | 25,484                                   | 59,915                                | 17,369                                 | -                                        | 19,680                         | -                        | -                  | <b>122,448</b>  |      | 233,693          |
| Marketing, website and database    | 6,952                         | -                                        | -                                     | -                                      | 4,319                                    | -                              | -                        | -                  | <b>11,271</b>   |      | 47,908           |
| Other programme delivery costs     | -                             | 32,809                                   | 3,667                                 | 6,067                                  | -                                        | 42,974                         | -                        | -                  | <b>85,517</b>   |      | 68,751           |
| Bad debts                          | -                             | -                                        | 100                                   | -                                      | 45                                       | -                              | -                        | 200                | <b>345</b>      |      | -                |
| Events and meetings                | -                             | -                                        | -                                     | -                                      | -                                        | -                              | -                        | -                  | <b>-</b>        |      | 568              |
| Office costs                       | -                             | -                                        | 9,484                                 | -                                      | -                                        | 8,630                          | -                        | 8,842              | <b>26,956</b>   |      | 26,389           |
| Legal & professional               | -                             | -                                        | -                                     | -                                      | -                                        | -                              | 21,130                   | 28,186             | <b>49,316</b>   |      | 28,308           |
| Staff travel and other staff costs | -                             | -                                        | -                                     | -                                      | -                                        | -                              | -                        | 17,307             | <b>17,307</b>   |      | 21,797           |
| Grant repayment                    | -                             | -                                        | 23,220                                | -                                      | -                                        | -                              | -                        | -                  | <b>23,220</b>   |      | -                |
| Rent and utilities                 | -                             | -                                        | -                                     | -                                      | -                                        | -                              | -                        | 12,377             | <b>12,377</b>   |      | 4,894            |
| Depreciation                       | -                             | -                                        | -                                     | -                                      | -                                        | -                              | -                        | 2,159              | <b>2,159</b>    |      | 3,591            |
|                                    | 6,952                         | 123,067                                  | 241,167                               | 29,636                                 | 33,907                                   | 126,699                        | 21,130                   | 300,477            | <b>883,035</b>  |      | 1,125,569        |
| Support costs                      | -                             | 102,503                                  | 93,054                                | -                                      | 32,588                                   | 72,332                         | -                        | (300,477)          | <b>-</b>        |      | -                |
| Governance costs                   | -                             | 7,208                                    | 6,544                                 | -                                      | 2,291                                    | 5,087                          | (21,130)                 | -                  | <b>-</b>        |      | -                |
| <b>Total expenditure 2022</b>      | <b>6,952</b>                  | <b>232,778</b>                           | <b>340,765</b>                        | <b>29,636</b>                          | <b>68,786</b>                            | <b>204,118</b>                 | <b>-</b>                 | <b>-</b>           | <b>883,035</b>  |      | <b>1,125,569</b> |
| Total expenditure 2021             | 40,189                        | 23,100                                   | 566,607                               | 60,932                                 | 264,917                                  | 169,824                        | -                        | -                  | 1,125,569       |      |                  |

Of the total expenditure, £579,330 was unrestricted (2021: £381,831) and £303,705 was restricted (2021: £743,738).

## 5 Net incoming resources for the year

This is stated after charging / crediting:

|                                        | <b>2022</b>   | 2021     |
|----------------------------------------|---------------|----------|
|                                        | <b>£</b>      | <b>£</b> |
| Depreciation                           | <b>2,158</b>  | 3,591    |
| Auditors' remuneration (excluding VAT) |               |          |
| Audit                                  | <b>14,130</b> | 12,390   |
| Trustees' expenses                     | -             | -        |

## 6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

|                                                                 | <b>2022</b>    | 2021     |
|-----------------------------------------------------------------|----------------|----------|
|                                                                 | <b>£</b>       | <b>£</b> |
| Salaries and wages                                              | <b>371,461</b> | 560,587  |
| Social security costs                                           | <b>39,477</b>  | 39,082   |
| Employer's contribution to defined contribution pension schemes | <b>10,347</b>  | 14,576   |
|                                                                 | <b>421,285</b> | 614,245  |

The following number of employees received employee benefits (excluding employer pension costs) during the year in bandings of costs greater than £60,000:

|                   | <b>2022</b> | 2021       |
|-------------------|-------------|------------|
|                   | <b>No.</b>  | <b>No.</b> |
| £60,000 - £69,999 | <b>1</b>    | -          |
| £90,000 - £99,999 | -           | 1          |

The total employee benefits including pension contributions of the key management personnel, made up of the Chief Executive Officer, the Director of Finance & Operations, the Director of Leadership Programmes, the Director of Marketing & Communications, the Director of Digital Learning and the Director of Development, were £300,541 (2021:£325,930).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

During the year, trustee was reimbursed travel expenses of nil (2021: nil).

## The Clore Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2022

#### 7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                               | <b>2022</b> | 2021 |
|-------------------------------|-------------|------|
|                               | <b>No.</b>  | No.  |
| Cost of raising funds         | <b>0.8</b>  | 0.2  |
| Short courses & masterclasses | <b>1.2</b>  | -    |
| Emerging leader programmes    | <b>1.2</b>  | 6.3  |
| Senior & experienced leader   | <b>1.2</b>  | 0.6  |
| Digital and online programmes | <b>0.6</b>  | 4.1  |
| Place based programmes        | <b>1.2</b>  | 1.1  |
| Governance and support        | <b>1.9</b>  | 1.7  |
|                               | <b>8.1</b>  | 14.0 |

The average weekly number of employees (full-time equivalent) during the period was as follows:

|                               | <b>2022</b> | 2021 |
|-------------------------------|-------------|------|
|                               | <b>No.</b>  | No.  |
| Cost of raising funds         | <b>0.8</b>  | 0.2  |
| Short courses & masterclasses | <b>1.2</b>  | -    |
| Emerging leader programmes    | <b>1.2</b>  | 6.7  |
| Senior & experienced leader   | <b>1.2</b>  | 0.6  |
| Digital and online programmes | <b>0.6</b>  | 4.3  |
| Place based programmes        | <b>1.2</b>  | 1.2  |
| Governance and support        | <b>1.9</b>  | 1.9  |
|                               | <b>8.1</b>  | 14.9 |

#### 8 Related party transactions

There are no other related party transactions to disclose for 2022 (2021: none)

Notes to the financial statements

For the year ended 31 December 2022

9 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

|                                                           | Computer<br>equipment<br>£ | Total<br>£    |
|-----------------------------------------------------------|----------------------------|---------------|
| <b>Cost</b>                                               |                            |               |
| At the start of the year                                  | 24,727                     | <b>24,727</b> |
| Additions in year                                         | -                          | -             |
|                                                           | <hr/>                      | <hr/>         |
| At the end of the year                                    | 24,727                     | <b>24,727</b> |
|                                                           | <hr/>                      | <hr/>         |
| <b>Depreciation</b>                                       |                            |               |
| At the start of the year                                  | 21,073                     | <b>21,073</b> |
| Charge for the year                                       | 2,158                      | <b>2,158</b>  |
|                                                           | <hr/>                      | <hr/>         |
| At the end of the year                                    | 23,231                     | <b>23,231</b> |
|                                                           | <hr/>                      | <hr/>         |
| <b>Net book value</b>                                     |                            |               |
| <b>At the end of the year</b>                             | 1,496                      | <b>1,496</b>  |
|                                                           | <hr/>                      | <hr/>         |
| At the start of the year                                  | 3,654                      | 3,654         |
|                                                           | <hr/>                      | <hr/>         |
| All of the above assets are used for charitable purposes. |                            |               |

11 Debtors

|                                | 2022<br>£     | 2021<br>£ |
|--------------------------------|---------------|-----------|
| Other debtors                  | <b>92,916</b> | 41,620    |
| Prepayments and accrued income | -             | 40,000    |
|                                | <hr/>         | <hr/>     |
|                                | <b>92,916</b> | 81,620    |
|                                | <hr/>         | <hr/>     |

12 Creditors: amounts falling due within one year

|                              | 2022<br>£      | 2021<br>£ |
|------------------------------|----------------|-----------|
| Trade creditors              | <b>2,745</b>   | 1,724     |
| Taxation and social security | <b>17,102</b>  | 32,158    |
| Other creditors              | <b>2,125</b>   | 3,151     |
| Accruals                     | <b>63,421</b>  | 58,991    |
| Deferred income (note 13)    | <b>122,574</b> | -         |
|                              | <hr/>          | <hr/>     |
|                              | <b>207,967</b> | 96,024    |
|                              | <hr/>          | <hr/>     |

Notes to the financial statements

For the year ended 31 December 2022

13 Deferred income

Deferred income comprises income received during the year for future years.

|                                       | 2022<br>£      | 2021<br>£ |
|---------------------------------------|----------------|-----------|
| Balance at the beginning of the year  | -              | 67,000    |
| Amount released to income in the year | -              | (67,000)  |
| Amount deferred in the year           | <b>122,574</b> | -         |
|                                       | <b>122,574</b> | -         |
| Balance at the end of the year        | <b>122,574</b> | -         |

14 Financial Instruments

|                                                 | 2022<br>£     | 2021<br>£ |
|-------------------------------------------------|---------------|-----------|
| <b>Carrying amount of financial assets</b>      |               |           |
| Debt instruments measured at amortised cost     | <b>92,916</b> | 41,620    |
| <b>Carrying amount of financial liabilities</b> |               |           |
| Measured at amortised cost                      | <b>68,291</b> | 63,866    |

15 Analysis of net assets between funds

|                                          | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2022<br>£ |
|------------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets                    | 1,496                        | -               | -               | <b>1,496</b>             |
| Net current assets                       | 374,865                      | -               | 91,225          | <b>466,090</b>           |
| <b>Net assets at the end of the year</b> | <b>376,361</b>               | -               | <b>91,225</b>   | <b>467,586</b>           |

|                                            | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2021<br>£ |
|--------------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets                      | 3,654                        | -               | -               | <b>3,654</b>             |
| Net current assets                         | 558,403                      | -               | 319,990         | <b>878,393</b>           |
| <b>Net assets at the start of the year</b> | <b>562,057</b>               | -               | <b>319,990</b>  | <b>882,047</b>           |

## 16 Movements in funds

|                                 | At 1<br>January<br>2022<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£ | At 31<br>December<br>2022<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                |                                |
| Emerging leader programmes      | 102,065                      | 75,000                                | (177,005)                              | (60)           | -                              |
| Senior & experienced leader     | 47,245                       | -                                     | -                                      | -              | <b>47,245</b>                  |
| Place based programmes          | 170,680                      | -                                     | (126,700)                              | -              | <b>43,980</b>                  |
| <b>Total restricted funds</b>   | <b>319,990</b>               | <b>75,000</b>                         | <b>(303,705)</b>                       | <b>(60)</b>    | <b>91,225</b>                  |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                |                                |
| <b>General funds</b>            | <b>562,057</b>               | <b>393,574</b>                        | <b>(579,330)</b>                       | <b>60</b>      | <b>376,361</b>                 |
| <b>Total unrestricted funds</b> | <b>562,057</b>               | <b>393,574</b>                        | <b>(579,330)</b>                       | <b>60</b>      | <b>376,361</b>                 |
| <b>Total funds</b>              | <b>882,047</b>               | <b>468,574</b>                        | <b>(883,035)</b>                       | <b>-</b>       | <b>467,586</b>                 |

|                                 | At 1<br>January<br>2021<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£ | At 31<br>December<br>2021<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                |                                |
| 2015 Fellowships                | 4,926                        | -                                     | (4,926)                                | -              | -                              |
| 2016 Fellowships                | 7,469                        | -                                     | (7,469)                                | -              | -                              |
| Emerging leader programmes      | 192,231                      | 360,470                               | (449,125)                              | (1,511)        | <b>102,065</b>                 |
| Senior & experienced leader     | 47,245                       | 39,950                                | (39,950)                               | -              | <b>47,245</b>                  |
| Digital and online programmes   | 4,693                        | 75,000                                | (79,693)                               | -              | -                              |
| Place based programmes          | 106,255                      | 227,000                               | (162,575)                              | -              | <b>170,680</b>                 |
| <b>Total restricted funds</b>   | <b>362,819</b>               | <b>702,420</b>                        | <b>(743,738)</b>                       | <b>(1,511)</b> | <b>319,990</b>                 |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                |                                |
| <b>General funds</b>            | <b>762,699</b>               | <b>179,678</b>                        | <b>(381,831)</b>                       | <b>1,511</b>   | <b>562,057</b>                 |
| <b>Total unrestricted funds</b> | <b>762,699</b>               | <b>179,678</b>                        | <b>(381,831)</b>                       | <b>1,511</b>   | <b>562,057</b>                 |
| <b>Total funds</b>              | <b>1,125,518</b>             | <b>882,098</b>                        | <b>(1,125,569)</b>                     | <b>-</b>       | <b>882,047</b>                 |

Transfers include:

Overspent restricted grants transferred from general funds.

Transfers between projects agreed with funders.

Unspent grant repayments made to funder.

## 17 Purposes of restricted funds

Senior & Experienced leader funds were used for several programmes reaching high-level leaders in the sector. Balances at year end will be carried forward for the completion of the programmes during 2023.

Place-based programme funds will be used for a series of leadership development programmes in England and Wales.

## THE CLORE SOCIAL LEADERSHIP PROGRAMME

England & Wales - Charity number 1136727

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# Accounts

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# **Clare Social Leadership Programme**

## **Report and Financial Statements 31 December 2021**

# Trustees' Report

For the year ended 31 December 2021

|                                                            |                                                                                                                                    |                                                                                                                                                          |         |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| <b>Company number</b>                                      | 07222275                                                                                                                           | <b>Charity number</b>                                                                                                                                    | 1136727 |
| <b>Registered office<br/>&amp; operational<br/>address</b> | 7 Bell Yard<br>London<br>WC2A 2JR                                                                                                  |                                                                                                                                                          |         |
| <b>Trustees</b>                                            | Trustees, who are also directors under company law, who served during the year and up to the date of this report, were as follows: |                                                                                                                                                          |         |
|                                                            | Sir Ciarán Devane                                                                                                                  | Chair                                                                                                                                                    |         |
|                                                            | Patrick Stevens                                                                                                                    | Chair of Audit and Risk Committee                                                                                                                        |         |
|                                                            | Tina Alexandrou                                                                                                                    |                                                                                                                                                          |         |
|                                                            | Mark Fisher CBE                                                                                                                    |                                                                                                                                                          |         |
|                                                            | Vyla Rollins                                                                                                                       |                                                                                                                                                          |         |
|                                                            | Nicola Kidston                                                                                                                     | Appointed February 2021                                                                                                                                  |         |
|                                                            | Deborah Smart                                                                                                                      | Appointed February 2021                                                                                                                                  |         |
|                                                            | John O'Brien                                                                                                                       | Appointed February 2021                                                                                                                                  |         |
|                                                            | Alison Collins                                                                                                                     | Appointed February 2021, Resigned November 2021                                                                                                          |         |
|                                                            | Neeha Khurana                                                                                                                      | Resigned October 2021                                                                                                                                    |         |
|                                                            | Dominic Houlder                                                                                                                    | Resigned by rotation October 2021                                                                                                                        |         |
|                                                            | Charles Good                                                                                                                       | Resigned by rotation October 2021                                                                                                                        |         |
|                                                            | Arabella Duffield                                                                                                                  | Resigned by rotation February 2021                                                                                                                       |         |
|                                                            | David Harrel                                                                                                                       | Resigned by rotation February 2021                                                                                                                       |         |
|                                                            | Anna Southall                                                                                                                      | Resigned by rotation February 2021                                                                                                                       |         |
| <b>Management Team</b>                                     | Shaks Ghosh CBE                                                                                                                    | Chief Executive (retired June 2022)                                                                                                                      |         |
|                                                            | Nadia Alomar                                                                                                                       | Chief Executive (appointed July 2022),<br>Director of Development (July 2021 to July 2022)<br>Director of Marking and External Affairs (until July 2021) |         |
|                                                            | Angharad Irvine                                                                                                                    | Director of Leadership Programmes                                                                                                                        |         |
|                                                            | Emmet Giltrap                                                                                                                      | Director of Marketing & Communications<br>(appointed July 2021)                                                                                          |         |
|                                                            | Stephen Pugsley                                                                                                                    | Director of Finance & Operations<br>(appointed March 2022)                                                                                               |         |
|                                                            | Wendy Leyland                                                                                                                      | Director of Operations (resigned April 2022)                                                                                                             |         |
|                                                            | Ralph La Fontaine                                                                                                                  | Director of Digital Learning (resigned April 2022)<br>(appointed April 2021)                                                                             |         |
|                                                            | Louise Drake                                                                                                                       | Managing Director of National Development Unit<br>(resigned March 2021)                                                                                  |         |
| <b>Bankers</b>                                             | The Co-operative Bank<br>P.O. Box 250<br>Delf House<br>Skelmersdale<br>WN8 6WT                                                     | HSBC BANK PLC<br>1 <sup>st</sup> Floor, North London Business Banking Centre<br>1 Old Street<br>London<br>EC1V 9HL                                       |         |
| <b>Solicitors</b>                                          | Kings & Wood<br>Mallesons LLP<br>10 Queen Street Place<br>London                                                                   |                                                                                                                                                          |         |
| <b>Auditors</b>                                            | Moore Kingston Smith LLP<br>Chartered Accountants<br>9 Appold Street<br>London, EC2A 2AP                                           |                                                                                                                                                          |         |



## **Trustees' Report**

The trustees present their report and the audited financial statements for the year ended 31 December 2021.

The organisation is a charitable company limited by guarantee, incorporated on 13 April 2010 and registered as a charity on 5 July 2010.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their financial statements in accordance with FRS 102.

## **Background**

The Clare Social Leadership Programme (Clare Social Leadership) was set up in October 2008 as an initiative of the Clare Duffield Foundation. Its purpose is to identify, connect and develop aspiring leaders in the social sector. The board of trustees was recruited in 2009, with the Clare Social Leadership Programme registered as a company limited by guarantee in April 2010 and its charitable status recognised in July 2010. This trustees' report covers the eleventh full financial year as an independent charity.

## **Objectives and activities**

The Articles of Association of the Clare Social Leadership Programme state that the charity promotes and supports the education, development and training of actual and potential leaders of social sector organisations. The definition of what is meant by 'social sector' is summarised in the Articles as those organised to provide, promote or secure social goods for beneficiary groups such as charities, community organisations, social enterprises and housing associations. The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees review the success of each key activity and the benefits the charity has brought to those groups of people that it is established to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

## **Purpose and aims**

Clare Social Leadership seeks to identify, connect and develop aspiring leaders with a social purpose who are working for the benefit of individuals and communities across the UK. This is achieved through the following strategic objectives:

### *Skills and development programmes*

- Growing and extending our programmes to reach as many social sector leaders as possible
- Impacting positively on individuals, organisations and communities through our programmes
- Supporting committed, values-based and reflective aspiring and established leaders and tracking the outcomes and impact they achieve in their leadership roles following their participation in our programmes

### *Sustainability*

- Securing sustainable income through a successful fundraising strategy and continual diversification of income streams and models, including sources of earned income
- Being highly effective in our own governance, leadership, delivery and outcomes
- Working in line with the charity's values, while continually evaluating and improving our programmes, including market-testing their relevance and capacity to add value

### *Sectoral collaboration*

- Maintaining a strong UK-wide perspective and building social sector connections across devolved administrations, maintaining close contact with ministers, civil servants and key politicians



- Enabling a strong network of social purpose organisations and leaders across the UK through online and in-person engagement
- Acting as a facilitator for effective and generous leadership across the social sector

#### *Learning and dissemination*

- Sharing learning about leadership development for the social sector, including our evaluation findings, and raising the profile of leadership as key to strengthening sector capacity
- Disseminating our findings and reports via the Clare Social Leadership website, linking to relevant partners
- Utilising an effective communications strategy including online and wider media profile, social media engagement, publishing articles, contributing to events and speaking engagements

#### **Public benefit**

Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission, including their guidance in PB2 (Public Benefit: Running a Charity).

The Clare Social Leadership Fellows contribute directly to public benefit with positive outcomes for individuals and their communities through their activities while on the leadership development programmes and in their subsequent leadership of social purpose organisations and partnerships. Clare Social Leadership shares all its learning about effective social leadership widely so as many people as possible can benefit and improve outcomes for beneficiaries.

#### **Trustees**

Four trustees were appointed in February 2021 – Nicola Kidston, Deborah Smart, Alison Collins and John O'Brien.

Five trustees resigned in 2021, after having served their maximum allowable term limits of nine years – Arabella Duffield, David Harrel, Anna Southall, Dominic Houlder and Charles Good. We wish to thank them all for their tremendous service as long-standing trustees. Alison Collins and Neeha Khurana also stood down as trustees during the year and we wish to thank them for their contribution during their time as trustees.

Appendix I provides full biographies of the current board of trustees.

Trustees are recruited on the recommendation of the Nominations Committee, who conduct an ongoing and comprehensive review of the skills present in the board and its ideal composition.

#### **Staff**

Nadia Alomar, previously our Director of Development, was appointed as Interim CEO in July 2022 following the retirement of Shaks Ghosh CBE, our previous CEO.

Appointed as the charity's Chief Executive in July 2015, Shaks came to Clare Social Leadership with extensive experience of leadership in the social sector, having previously been Chief Executive of Crisis and the Private Equity Foundation.

We would like to thank Shaks for her contribution to the organisation over the past seven years and also we welcome Nadia as our new CEO.

The management team also includes: Angharad Irvine, Director of Leadership Programmes; Emmet Giltrap, Director of Marketing & Communications; Wendy Leyland (retired in April 2022), Director of Operations; Stephen Pugsley (joined in March 2022), Director of Finance and Operations; Ralph La Fontaine (resigned in April 2022), Director of Digital Learning.

Appendix II provides full details of the current SMT team as of August 2022.

Remuneration for staff is set by the Chief Executive, who has responsibility for ensuring the overall salary budget for any year is not exceeded. Remuneration for the Chief Executive is agreed by the board of trustees. Salaries are reviewed on an annual basis, with periodic market review of salary levels at equivalent size charities.

### **Activities in 2021**

As many organisations experienced, our plans for the year changed dramatically in response to the impact of Covid-19 and the restrictions resulting from the various lockdowns. If we learned anything during the pandemic, it is that generous, resilient leadership has become more necessary, and also more difficult to achieve than ever before. However, the move to online delivery has made leadership development both more accessible and affordable. This has enabled us to reach an ever-increasing number of leaders.

Clare Social Leadership invested in new digital platforms across both 2020 and 2021 to further increase accessibility, improve processes and enable expansion in the programmes being offered. We expect the demand for leadership development to continue through 2022 and beyond, by adopting a new hybrid model, utilising virtual and physical platforms.

### **Programmes and courses**

In 2021 we saw the largest ever number of participants on our programmes and courses, 1,160, an increase of 39% from the previous year (835 in 2020).

We redesigned our flagship programmes to enable digital delivery, with overwhelmingly positive feedback. Digital delivery enabled participants to receive more leadership content than had previously been the case with the original programmes, due to the decreased cost and increased accessibility of digital learning.

Continuing our digital first strategy and in keeping with our mission to make leadership development more affordable and accessible, we launched a new portfolio of short digital courses in the Autumn of 2021. These courses were developed with subject matter experts across the sector. They were designed to address specific needs in the sector such as:

- Developing a diversity, equity and inclusion strategy
- Stepping into management
- Leading remote teams
- Digital leadership
- Change management and resilience

We continued to focus on scaling our pathfinder 'Discover' project, exploring business-to-business opportunities as well as using it as a template to create other short courses, such as the ones mentioned above.

### **Digital platforms and systems**

We moved to new platforms and systems to better support and scale our digital first approach – online courses and modules were created or recreated in GoMo Learning, contact data was transferred across into YourMembership software and we launched our networking platform, Shared Purpose.

Shared Purpose acts as an online space for social leaders to connect, collaborate and grow. We have always believed that the most powerful elements of our programmes are those that foster peer learning and support, so this is a natural evolution for Clare Social Leadership, particularly during times of distance and isolation. Peer learning and networks are vital for people coming out of the

pandemic and this will be a space where leaders can collaborate and support each other in the challenges they face.

### Audiences

2021 also saw us diversify our audience, spurred by the introduction of bite-size learning products and short courses as well as programmes aimed at lived experience leaders and international audiences. It also saw us work in partnership with a number of organisations, including Centre for Knowledge Equity, London Youth, The British Council and the Wales Co-Operative Centre.

### Double Lockdown

We started the year with the launch of Double Lockdown, a programme for those with lived experience of the Criminal Justice system that was designed in partnership with The Centre for Knowledge Equity. The programme saw us work with over 100 leaders from across the UK and reach our ambitious diversity and inclusion targets:

#### Double Lockdown Participant Metrics:

|                                           |                            |
|-------------------------------------------|----------------------------|
| <b>Gender split:</b>                      | 50:50                      |
| <b>% of BAME participants:</b>            | 37%                        |
| <b>Regions:</b>                           | 80% Outside Greater London |
|                                           | 20% from the North East    |
|                                           | 1.9% from Scotland         |
|                                           | 6.6% from Wales            |
| <b>% Small Organisations (under £1m):</b> | 55%                        |

*"This has come at the right time in my journey. I really enjoyed learning about the different leadership styles and am definitely going to be using them and mindful of my style. It was also really inspiring seeing so many lived experience leaders across the nation with the same ideology and passion!"* – Double Lockdown participant

*"Engaging with others with lived experience of the criminal justice system has been meaningful."* – Double Lockdown participant

*"Every week is building on what I never knew I needed to learn and hone. It is great to have such in-depth explanations delivered in a relatable way, it makes sense and is definitely making me look more closely at my practise and use some of the skills I have learnt!"* – Double Lockdown participant

### Leadership for Gender Equality

At the start of the year, we also launched 'Leadership For Gender Equality', a partnership programme with The British Council aimed at those working in the field of gender equality which saw us work with leaders from across South Asia, Middle East and North Africa, and East Africa. The programme placed a strong emphasis on networking and peer learning, and regional facilitators were recruited and trained to support and guide participants through the programme and encourage participant engagement and connectivity through Shared Purpose.



The programme built on our pilot programme with the British Council in 2020 and enabled us to strengthen our partnership, design and develop our train-the-trainer approach, and create a bespoke online business-to-business product which could be released in the future to further audiences across the British Council network, and beyond.

*"This course has helped me to reflect my life journey in order to reflect my fears, strengths and move forward with confident, more strategies to find the better person in me to serve towards gender equality and courage." – Leadership For Gender Equality participant*

*"This has been a very interesting course where I got to meet many like-minded people who want to work in the area of gender equality. This course through its interactive sessions has made us reflect and recognise our own strengths by making us share our varied experiences. It has beautifully brought together people from various regions and varied professional backgrounds and connected us all together by our shared purpose!" – Leadership For Gender Equality participant*

### **Re-Imagining Health**

Other new audiences that we supported in 2021 included those working in the field of Social Prescribing. Our 'Re-Imagining Health' programme aimed to strengthen collaboration between the Third Sector, Local Authority and NHS and brought together participants from the social sector, local authorities and Primary Health partnerships. At programme end 75% indicated that their confidence had increased and 100% felt better equipped as leaders.

### **Rise Up**

We also acted as a delivery partner to the Rise Up Youth Practitioners' Leadership Programme, working alongside London Youth to deliver coaching to 100 frontline youth practitioners.

### **Leading Beyond Borders**

Leading Beyond Borders was an additional partnership programme that we embarked on in 2021. It was our second large-scale leadership development programme (and first of its kind) for the Migration & Refugee sector. The programme was run in partnership with The Centre for Knowledge Equity (CfKE) and consisted of guided programmes for emerging and experienced leaders, those with both lived and non-lived experience. The hybrid programme was tailored to those working in the Migration & Refugee sector and included a special speaker series, monthly knowledge exchanges and a residential component. By bringing lived and non-lived experience leaders together the programme aimed to aid collaboration and understanding among those working in the sector, as well develop a shared understanding around the skills and capabilities needed to cope with, respond to and lead through the pressures and challenges that the UK's migrant and refugee communities' face.

*"I found everything from beginning to end useful. I found the self-awareness tools great (360); I loved the feedback session – how to give & receive, and I found the wellbeing module really helpful. Action learning was great as it made me realise, I wasn't the only one experiencing these challenges and also it put my challenges into perspective sometimes. The CfKE sessions were brilliant I found them a safe space. I liked the leadership talks and the one by Luljeta Nuzi was so inspiring I've watched it three times!" – Emerging Leader participant*

*"Through a mix of different components (Discover programme, lumina spark, coaching, ALS), I have been able to make changes to how I lead. Primarily, this has meant stepping back more from the day-to-day of the organisation, allowing me to step back and focus on other priorities. Being able to do this programme with people from the same sector has been so important (shared context and*



*understanding), and the creation of a network of peers was brilliant, and will continue to be beneficial going forward, I'm sure."* – Experienced Leader participant

### **Social Leaders Cymru**

Our final partnership programme in 2021 was Social Leaders Cymru – our largest place-based programme aimed at social leaders across Wales and delivered in partnership with Cwmpas (previously The Wales Co-Operative Centre). We marked the launch of the programme with a very successful online event, hosted by Sian Lloyd and attended by the First Minister of Wales, Mark Drakeford, as well as a fantastic panel of social leaders from across Wales. The programme, which continued into 2022 and consisted of six separate working streams, saw us work across a range of leadership audiences including New Managers and Board Leaders.

*"It was not textbook teaching; love the interaction with members; discovering myself through the process of the session; identified my strengths and weaknesses; valuable advice from [the facilitators], and great contributions from others; most importantly – everyone was so honest and openly discussed issues and good practices, I don't feel alone and have learned loads from the others."* – Social Leaders Cymru participant

*"Have found this course of enormous benefit and feel I can now lead the development / implementation / review of an organisational digital strategy. I certainly do not think I would feel confident in saying this without doing the course. I have learnt a lot over the 5 weeks."* - Social Leaders Cymru participant

### **Emerging and Experienced Leader**

In addition to the above we also continued to run open (commercial) programmes for Emerging and Experienced Leaders, as well as dedicated Emerging Leader programmes aimed at those working for armed forces charities and Bank of America grantees.

*"I've learned to step back as a leader and trust others, focussing on my leadership style to empower them."* – Emerging Leader Open participant

*"This course has influenced every aspect of my life – not something I was expecting but glad it has!"* – Emerging Leader Bank of America participant

*"I had to develop my first organisational strategy this year and couldn't have done this without channelling the approaches learned about on this course"* – Emerging Leader Open participant

**We would like to extend our deepest gratitude to our many funders who have enabled us to adapt so well to our changing world. This work was only made possible thanks to your continued support.**

### **Achievements and performance – Key Performance Indicators (KPIs)**

To monitor and evaluate our ambition to grow and extend our learning programmes to reach as many social sector leaders as possible, two important KPIs are the number of leaders reached and the impact the programmes have on these leaders.

## 1. Number of Leaders Reached

|                     | <u>2016</u> | <u>2017</u> | <u>2018</u> | <u>2019</u>  | <u>2020</u> | <u>2021</u> |
|---------------------|-------------|-------------|-------------|--------------|-------------|-------------|
| <b>Total Reach:</b> | <b>173</b>  | <b>243</b>  | <b>543</b>  | <b>453</b>   | <b>835</b>  | <b>1160</b> |
| <b>% increase</b>   |             | <b>40%</b>  | <b>123%</b> | <b>(17%)</b> | <b>84%</b>  | <b>39%</b>  |

## 2. Programme Impact

Our unique approach is proven to work and has consistently delivered impact within the social sector. We measure our programmes' overall impact annually by asking participants how strongly they agree with a series of impact statements on a scale of 1 to 10. In 2021, our annual survey showed the average score as of 8 out of 10 based on the following statements:

| <b>Statement</b>                                                                                                                  | <b>Average Score 2019</b> | <b>Average Score 2020</b> | <b>Average Score 2021</b> |
|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|
| My experience with the Clare Social Leadership programme has made me a better leader.                                             | <b>8.6</b>                | <b>8.6</b>                | <b>8.4</b>                |
| My experience with the Clare Social Leadership programme has provided me with great networks.                                     | <b>8.4</b>                | <b>7.4</b>                | <b>7.2</b>                |
| My experience with the Clare Social Leadership programme has empowered me to grow leadership in others.                           | <b>8.0</b>                | <b>8.2</b>                | <b>8.2</b>                |
| My experience with the Clare Social Leadership programme has enabled greater collaboration in my work.                            | <b>7.7</b>                | <b>7.7</b>                | <b>7.7</b>                |
| My experience with the Clare Social Leadership programme has made me personally more resilient.                                   | <b>8.0</b>                | <b>8.2</b>                | <b>7.5</b>                |
| My experience with the Clare Social Leadership programme has encouraged me to think more deeply about leadership.                 | <b>9.0</b>                | <b>9.1</b>                | <b>8.8</b>                |
| My experience with the Clare Social Leadership programme has enhanced my contribution to my organisation(s).                      | <b>8.3</b>                | <b>8.6</b>                | <b>8.9</b>                |
| My experience with the Clare Social Leadership programme has increased my ability to have an impact upon the communities I serve. | <b>8.2</b>                | <b>7.9</b>                | <b>8.2</b>                |

Clare Social Leadership seeks to meet a widely recognised lack of opportunities for social sector leaders to access the leadership development opportunities available in the private and the public sectors.

## Financial review

The financial statements cover the eleventh full financial year that the charity was independently operational.

The impact of Covid-19 has been considered on the charity's future plans and budgeting processes and the effect of recurring lockdown restrictions remained a significant risk during the financial year.

## Income

Clare Social Leadership receives restricted grant funding from numerous foundations, trusts and corporate sponsors. The largest grant in 2021 was £200,000 for our Leading Beyond Borders Programme a joint initiative supported by Global Dialogue and funded by Paul Hamlyn Foundation, Barrow Cadbury Trust, Esmée Fairbairn Foundation, Joseph Rowntree Charitable Trust, Unbound Philanthropy, Social Change Initiative, Lloyds Bank Foundation, Metropolitan Migration Foundation and A. B. Charitable Trust.

We also received £100,000 from Good Opportunities Trust and £75,000 from Clare Duffield for our Digital Transformation initiative. Other grants include £67,000 from The Garfield Weston Foundation as part of a large multi-year grant (£210,000) for the period of 2019-2021 and £30,000 from the Moondance Foundation as part of the Social Leaders Cymru Programme, and £50,000 from The National Lottery Community Fund (formerly, The Big Lottery Fund) for the Leadership Lighthouses Programme.

Total income was £882,098 for the year. This is a reduction of just under 19%, from 2020 £1,086,487, though in line with our expectations given the challenging operational climate created by the pandemic. Within this figure, the major factors were the reduction in unrestricted donations of £113,313 in addition to the completion of a number of restricted funded projects with the consequent tapering down of funding on those projects, e.g., Digital Infrastructure £75,000 and National Development Unit £90,565. However, this was partially offset by a £115,760 increase in restricted funding for the expansion of our place-based programmes from £111,240 in 2020 to £227,000 in 2021.

Trustees are very grateful to the funders who committed to the fellowship programme in its early days – in particular Clare Duffield Foundation, who took the initiative to start the fellowship programme and since 2017, have provided support for our digital transformation initiative. Thanks also to the Paul Hamlyn Foundation for the unrestricted grant funding to help cover core costs over the five-year period from 2018-2022, awarded through their Backbone Fund grant initiative.

Trustees wish to thank all of our funders in 2021:

The National Lottery Community Fund  
Good Opportunities Trust  
Comic Relief  
Clare Duffield Foundation  
Garfield Weston Foundation  
Paul Hamlyn Foundation  
Barrow Cadbury Trust  
Esmée Fairbairn Foundation

Unbound Philanthropy  
Social Change Initiative  
Lloyds Bank Foundation  
Metropolitan Migration Foundation  
A. B. Charitable Trust  
Moondance Foundation  
Joseph Rowntree Charitable Trust  
*With the support of Global Dialogue*

Reports are made to donors each year updating them on the progress of the programme and the contribution their funding has made to enable this.

## Expenditure

Total spending for the year was £1,125,569. This is an increase of 14.5% from the previous year's expenditure of £982,965. This is partly due to delays in being able to run some of our restricted funded place-based programmes in 2020 due to Covid-19, which we were subsequently able to deliver in 2021. It is also due to an increase in digital and online expenditure costs as part of the development of this area of our activities as noted above.

### **Movement of Funds**

Restricted funds at the year-end 2021 are £319,990 (£362,819 in 2020) a reduction of £42,829 primarily due to the delivery of social leadership programmes held over from 2021, the corresponding balance of restricted funds being held as restricted reserves in 2020 to fund this activity during 2021.

Unrestricted reserves were also lower this year £562,057 (£762,699 in 2020) a reduction of £200,642. The strategic decision to create new digital platforms, digital courses and online delivery for a greater number of courses, required an element of unrestricted funding to be allocated for the completion of this project in conjunction with the restricted funds received for this purpose. The unrestricted expenditure in 2021 on digital and online programmes was £185,224 slightly in excess of the reduction in unrestricted funds. The project now complete, we do not anticipate a commitment of unrestricted funds on this activity in future years.

### **Reserves**

Trustees have a policy of holding a free reserve of at least £275,000 to cover three months of core operational expenditure (staff and office costs). This was met across 2021, with unrestricted general reserves excluding reserves tied up in fixed assets of £558,403 as at 31 December 2021.

Our level of reserves will be particularly important as we continue to manage the negative effects of Covid-19 on our core business of providing guided, face-to-face learning programmes. Increased emphasis has been placed on further developing our role as facilitator, thought leader and digital provider of leadership development in the social sector, as explained in the section below, *Plans for 2022*.

### **Structure, governance and management**

The Clare Social Leadership Programme, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, last updated on 1 March 2017. Trustees are recruited by the agreement of the board of trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity. All trustees are encouraged to take up relevant training, briefings and conferences.

Trustees regularly review the progress of the charity and its funding. The Audit and Risk Committee reviews the risks, controls and financial management of the charity. Trustees are responsible for setting the strategy for Clare Social Leadership and securing both the public benefit delivered through its outcomes and impact, and the sustainability of the charity. The trustees are responsible for the appointment of the Chief Executive.

### **Major risks and uncertainties**

The major risks to the charity have been identified in a comprehensive risk register and the management of these is monitored by the Audit and Risk Committee bi-monthly basis. This register is also reviewed by all trustees as part of the board papers with each board meeting.

The four risks categories identified with the highest scores (both Impact and Likelihood deemed Medium to High) are as follows:

- 1) The future loss of funders and a resultant shortfall in funding to run our programmes
- 2) Sector attitudes to executive education
- 3) Alternative leadership development opportunities for the social sector (competition)
- 4) The effects of Covid-19 on face-to-face learning

These risks have been mitigated through the following actions:

- 1) Funding pipeline research and diversification of income streams



- 2) The introduction of a robust marketing and communications plan and strategy
- 3) Continued advocacy of our programmes at the sector level and engagement with sector bodies such as NCVO and WCVA
- 4) The development of multiple online courses as well as an online platform (Shared Purpose) acting as a network for incentivising positive change and peer learning.

### **Plans for 2022**

As the sector moves forward toward post-pandemic recovery, generous and resilient leadership will be more needed than ever. With this in mind, our plans for 2022 and beyond are as follows:

- To encourage diversity in leadership. Clare Social Leadership will intensify its focus on this area and build on work with lived experience leaders as part of Leadership Lighthouses, a national initiative that aims to develop leaders from black and minoritised communities. We have just completed research in collaboration with The Ubele Initiative which gives context to and sets out the needs and aspirations of Black and minoritised ethnic communities in terms of leadership development. We will also build on our work with lived experience leaders in the Migration and Refugee sector, Criminal Justice sector, and the Women and Girls sector.
- To put renewed focus on local communities and regions via place-based skills and development programmes.
- To expand awareness of leadership development in the social sector, and to strengthen networks within the third sector that incentivise positive change and encourage peer learning.
- To increase accessibility of leadership development by continuing to develop a series of low-cost and flexible online courses and modules.

### **Statement of trustee responsibilities**

The trustees (who are also directors of the Clare Social Leadership Programme for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK GAAP).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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



The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### **Auditors**

Moore Kingston Smith were re-appointed as the charitable company's auditors during the period and have expressed their willingness to continue in that capacity.

The report of the trustees has been prepared in accordance with the special provisions applicable to companies, subject to the small companies' regime.

Approved by the Trustees on 26th September 2022 and signed on their behalf by

A handwritten signature in black ink that reads "Ciarán Devane". The signature is written in a cursive, flowing style.

Sir Ciarán Devane – Chair, Board of Trustees



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLARE SOCIAL LEADERSHIP PROGRAMME

### **Opinion**

We have audited the financial statements of The Clare Social Leadership Programme ('the company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **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 financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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 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 directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLARE SOCIAL LEADERSHIP PROGRAMME

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.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

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

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' 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 exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 12, 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 determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 charitable company or to cease operations, or have no realistic alternative but to do so.



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLARE SOCIAL LEADERSHIP PROGRAMME

### **Auditor's responsibilities for the audit of the financial statements**

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Explanation as to what extent the audit was considered 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.



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLARE SOCIAL LEADERSHIP PROGRAMME

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, 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 or intentional misrepresentations, or through collusion.

### 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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP.*

James Saunders (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor  
9 Appold Street  
London  
EC2A 2AP  
Date: 28th September 2022

## **Appendix I: Trustee Biographies**

We take good governance seriously, and our board of trustees is the backbone of this. Our trustees come from across a wide range of sectors and have taken diverse career paths. This is a wealth of experience and expertise that makes for a strong Clare Social Leadership board.

### **Sir Ciarán Devane**

Sir Ciarán Devane is the Chair of the Irish health service (the HSE), the Director of the Centre for Trust, Peace, and Social Relations at Coventry University and a trustee of Friends of Europe and of the British-Irish Association. A chemical engineer by training, Ciarán had a twenty year career in industry and management consulting before becoming chief executive of Macmillan Cancer Support and subsequently chief executive of the British Council. He has served on the Board of NHS England, and of Social Finance Limited. In 2015 he was knighted for services to cancer patients.

### **Patrick Stevens**

Patrick Stevens trained as a Chartered Accountant in Norfolk, his original home. After that he spent his career as an accountant in practice in London. For the last 17 years he was a partner and a Managing Partner in Ernst and Young. On retiring from practice, he spent three years as Tax Policy Director at Chartered Institute of Taxation. Since then, he has taken on various voluntary roles. These include being Trustee and Treasurer of Sussex Community Foundation, Resolution Foundation and Rye Deanery in the Diocese of Chichester.

### **Tina Alexandrou**

Tina Alexandrou is a Trustee of the Resolution Trust and the Resolution Foundation, a social policy and research organisation whose goal is to improve the living standards for the 15 million people in Britain on low and middle incomes; Tina has been with the Foundation since its formation in 2005. She has a particular interest in education and is the Vice Chair on the Ark School's Board and is also Chair of Governors of an Ark Primary in White City, London. She is also a trustee of The Old Vic Theatre. Prior to her work in the third sector her career was spent in the insurance and banking industry both in the UK and internationally.

### **Mark Fisher**

Mark Fisher CBE FRSA is the Chief Executive of NHS Greater Manchester Integrated Care. Prior to this, Mark was Director General and Secretary to the Grenfell Tower Public Inquiry and the former Director of the Office for Civil Society and Innovation in the Cabinet Office, supporting the Government's ambitions for volunteering, philanthropy and social investment; and for the general development of the voluntary and community sector. Mark was previously Social Justice Director in the DWP responsible for the Government's agenda for the prevention of long-term welfare dependency, and before that Jobseekers and Skills Director in the DWP, responsible for the national regime for supporting unemployed people. Mark has been Chief Executive of the Sector Skills Development Agency and a Director of Working Links (Employment) Ltd. He is on the Council of Huddersfield University.

### **Vyla L. Rollins**

Vyla Rollins is an Organisational Psychologist who has worked as a global strategic Organisational Effectiveness consultant in the private, public, and voluntary sectors for over 30 years. She is currently the Executive Director of London Business School's Leadership Institute. The Institute seeks to research and explore a myriad of issues related to leadership and leading, as well as discuss and challenge perceptions of leadership, present ideas about the future of leadership and their attributes. Vyla also designs and delivers on selected bespoke educational programmes delivered by LBS's Executive Education Department, as well as coaching on a number of degree and customised Executive Education programmes at the School. She is also a Managing Director of Rubato Global Consulting Limited.

**Nicola Kidston**

Nicola is a senior social sector leader with over 20 years' experience. She is committed to creating positive futures with young people and is energised by creating strong collaborative partnerships to innovate, scale and embed programmes to achieve national impact and has successfully achieved this in both education and youth sector settings. She is the Deputy CEO and Head of Programmes at Peer Power. She has held previous roles as Head of Programme (English as an at The Bell Foundation, developing digital and blended models to scaling training and resources for schools as well as providing thought leadership and sharing best practices. As Director of Development and Partnership at the Foyer Federation, she developed and scaled programmes with young people experiencing homelessness across the Foyer network. Prior to this she had a range of project management and youth justice roles at SOVA, Leeds Youth Offending Service and the ReachOut Project. She has been a Clare Social Leadership Fellow since 2016 and continues to connect to her peer group for learning and development.

**Deborah Smart**

Deborah Smart is the former Director of Grants at the Social Investment Business, a role which saw her work closely with partners to develop and implement support programmes, meeting the needs of charities and social enterprises. She has overseen and delivered multiple funding programmes for multiple foundations as well as government bodies. Deborah started working in the social finance sector in 2005 at the Local Investment Fund and has been working in the funding/social investment sector ever since. She is passionate about empowering social sector organisations to be able to access and use different types of finance to enable them to better support their communities. Deborah was the 2015 Clare Social Leadership Social Finance Fellow. In her spare time, Deborah volunteers with a small Essex based broadcasting charity.

**John O'Brien**

John O'Brien operates a mixed portfolio. This includes acting as part time EMEA Managing Partner at ONE HUNDRED, Omnicom's ethical purpose consortium consisting of nine of Omnicom's leading global agencies. John is also a bestselling business author and recognised campaigner with over thirty years' experience leading initiatives covering over twenty countries. John is a senior advisor to business, high net-worth individuals, charities and governments on the interface between business and society, related strategies and communication. During the last ten years he has played a leading role in developing much of the language and thinking around ethical, sustainable purpose in the UK. He is a sought-after speaker and commentator on the subject. John's professional background is varied, starting with a few early years in banking followed by a decade as a British Army Infantry officer, serving in theatres around the world, retiring as a Captain in 1994. His training and operational experience in creating clarity from complex, often chaotic and dangerous situations, acted as a key grounding for his future career and brings wide experience to bear for clients.



## **Appendix II: Senior Management Team Biographies**

### **As of September 2022**

#### **Shaks Ghosh CBE – Chief Executive Retired June 2022**

Shaks Ghosh was Chief Executive of Clare Social Leadership. She has a track record of service in the social sector, and has wide experience of policy, housing, homelessness and youth unemployment issues. Her early career was in local government and housing associations, and she has worked on projects for central Government, the private sector and the Indian NGO sector. Following 10 years as CEO of Crisis, she led the establishment of the Private Equity Foundation. She is passionate about social justice and is now focused on strengthening the voluntary sector.

#### **Nadia Alomar – Chief Executive from July 2022, formerly Director of Development**

Nadia Alomar's passion for social change has driven her 20-year career in the social sector. She has specialised in strategic communications and investor relations within national and global non-profit organisations, with exceptional results in strategic development, income generation and audience growth. Together with the team, Nadia is committed to breaking down leadership barriers to create an equitable and thriving social sector.

#### **Angharad Irvine – Director of Leadership Programmes**

Angharad Irvine's experience spans both the private and social sector and ranges from the design, facilitation and project management of training curricula, to creating Learning Management Systems and blended learning solutions on a global scale. She oversees the effectiveness, sustainability and quality of Clare Social Leadership programmes, ensuring they adequately reflect and support the leadership needs of the social sector.

#### **Emmet Giltrap – Director of Marketing and Communications**

Emmet Giltrap heads up marketing and communications for Clare Social Leadership since July 2021. He is passionate about using customer data and insights to drive improvement, optimise user journeys and deliver results. Previously, Emmet worked at The King's Fund, a leading independent health charity, where he was responsible for marketing their leadership and organisational development offer. With over 20 years' experience, he has worked across a number of marketing and communications roles in the public and not-for-profit sectors at national, regional and local level. He is a member of the Chartered Institute of Marketing.

#### **Stephen Pugsley – Director of Finance and Operations**

Stephen Pugsley has responsibility for the finance, IT, HR and board governance functions. He has over 30 years' experience working in the not-for-profit sector in similar roles across a range of organisations including Victim Support, Media Trust, St Christopher's Fellowship and the Royal Society of Medicine, also as Treasurer of a youth charity. Stephen is passionate about working in the social sector and the impact it has in creating social change.

## The Clore Social Leadership Programme

### Statement of financial activities (incorporating an income and expenditure account)

#### For the year ended 31 December 2021

|                                                | Note | Unrestricted<br>£ | Restricted<br>£ | 2021<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2020<br>Total<br>£ |
|------------------------------------------------|------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| <b>Income from:</b>                            |      |                   |                 |                    |                   |                 |                    |
| Donations and legacies                         | 2    | 48,252            | –               | <b>48,252</b>      | 161,565           | –               | 161,565            |
| Charitable activities                          | 3    |                   |                 |                    |                   |                 |                    |
| Emerging leader programmes                     |      | 37,400            | 360,470         | <b>397,870</b>     | 28,450            | 392,727         | 421,177            |
| Senior & experienced leader                    |      | –                 | 39,950          | <b>39,950</b>      | –                 | 59,057          | 59,057             |
| Digital and online programmes                  |      | 27,180            | 75,000          | <b>102,180</b>     | 17,742            | 150,000         | 167,742            |
| Place based programmes                         |      | –                 | 227,000         | <b>227,000</b>     | –                 | 111,240         | 111,240            |
| NDU and Other Innovations                      |      | –                 | –               | –                  | –                 | 90,565          | 90,565             |
| Other earned income                            |      | 66,655            | –               | <b>66,655</b>      | 72,331            | –               | 72,331             |
| Investments                                    |      | 191               | –               | <b>191</b>         | 2,810             | –               | 2,810              |
| <b>Total income</b>                            |      | <b>179,678</b>    | <b>702,420</b>  | <b>882,098</b>     | <b>282,898</b>    | <b>803,589</b>  | <b>1,086,487</b>   |
| <b>Expenditure on:</b>                         |      |                   |                 |                    |                   |                 |                    |
| Raising funds                                  | 4    | 40,189            | –               | <b>40,189</b>      | 35,524            | –               | 35,524             |
| Charitable activities                          | 4    |                   |                 |                    |                   |                 |                    |
| Short courses & masterclasses                  |      | 23,100            | –               | <b>23,100</b>      | 12,610            | –               | 12,610             |
| Emerging leader programmes                     |      | 105,087           | 461,520         | <b>566,607</b>     | 91,147            | 341,328         | 432,475            |
| Senior & experienced leader                    |      | 20,982            | 39,950          | <b>60,932</b>      | 17,334            | 85,306          | 102,640            |
| Digital and online programmes                  |      | 185,224           | 79,693          | <b>264,917</b>     | 85,219            | 152,867         | 238,086            |
| Place based programmes                         |      | 7,249             | 162,575         | <b>169,824</b>     | 854               | 4,985           | 5,839              |
| NDU and Other Innovations                      |      | –                 | –               | –                  | 14,409            | 141,382         | 155,791            |
| <b>Total expenditure</b>                       | 4    | <b>381,831</b>    | <b>743,738</b>  | <b>1,125,569</b>   | <b>257,097</b>    | <b>725,868</b>  | <b>982,965</b>     |
| <b>Net income / (expenditure) for the year</b> | 5    | <b>(202,153)</b>  | <b>(41,318)</b> | <b>(243,471)</b>   | <b>25,801</b>     | <b>77,721</b>   | <b>103,522</b>     |
| Transfers between funds                        |      | 1,511             | ( 1,511)        | –                  | (54,928)          | 54,928          | –                  |
| <b>Net movement in funds</b>                   |      | <b>(200,642)</b>  | <b>(42,829)</b> | <b>(243,471)</b>   | <b>(29,127)</b>   | <b>132,649</b>  | <b>103,522</b>     |
| <b>Reconciliation of funds:</b>                |      |                   |                 |                    |                   |                 |                    |
| Total funds brought forward                    |      | 762,699           | 362,819         | <b>1,125,518</b>   | 791,826           | 230,170         | 1,021,996          |
| <b>Total funds carried forward</b>             | 15   | <b>562,057</b>    | <b>319,990</b>  | <b>882,047</b>     | <b>762,699</b>    | <b>362,819</b>  | <b>1,125,518</b>   |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

# The Clore Social Leadership Programme

## Balance sheet

Company no. 07222275

**As at 31 December 2021**

|                                                | Note | £              | 2021<br>£      | £         | 2020<br>£ |
|------------------------------------------------|------|----------------|----------------|-----------|-----------|
| <b>Fixed assets:</b>                           |      |                |                |           |           |
| Tangible assets                                | 10   |                | <b>3,654</b>   |           | 4,044     |
|                                                |      |                | <b>3,654</b>   |           | 4,044     |
| <b>Current assets:</b>                         |      |                |                |           |           |
| Debtors                                        | 11   | <b>81,620</b>  |                | 111,975   |           |
| Cash at bank and in hand                       |      | <b>892,797</b> |                | 1,186,327 |           |
|                                                |      | <b>974,417</b> |                | 1,298,302 |           |
| <b>Liabilities:</b>                            |      |                |                |           |           |
| Creditors: amounts falling due within one year | 12   | <b>96,024</b>  |                | 176,828   |           |
| <b>Net current assets / (liabilities)</b>      |      |                | <b>878,393</b> |           | 1,121,474 |
| <b>Total net assets / (liabilities)</b>        | 14   |                | <b>882,047</b> |           | 1,125,518 |
| <b>The funds of the charity:</b>               | 15   |                |                |           |           |
| Restricted income funds                        |      |                | <b>319,990</b> |           | 362,819   |
| Unrestricted income funds:                     |      |                |                |           |           |
| Designated funds                               |      | -              |                | -         |           |
| General funds                                  |      | 562,057        |                | 762,699   |           |
| Total unrestricted funds                       |      |                | <b>562,057</b> |           | 762,699   |
| <b>Total charity funds</b>                     |      |                | <b>882,047</b> |           | 1,125,518 |

The financial statements have been prepared in accordance with the special provisions of part vii of the Companies Act 2006 relating to small companies.

Approved by the trustees on 26th September 2022 and signed on their behalf by

*Ciarán Devane*

Sir Ciarán Devane– Trustee

The notes on pages 24 to 34 form part of these financial statements

# The Clore Social Leadership Programme

## Statement of cash flows

For the year ended 31 December 2021

|                                                              | Note    | 2021<br>£                                | 2020<br>£                                |                                 |
|--------------------------------------------------------------|---------|------------------------------------------|------------------------------------------|---------------------------------|
| <b>Net income / (expenditure) for the reporting period</b>   |         | <b>(243,471)</b>                         | 103,522                                  |                                 |
| Depreciation charges                                         |         | <b>3,591</b>                             | 5,195                                    |                                 |
| Dividends, interest and rent from investments                |         | <b>(191)</b>                             | (2,810)                                  |                                 |
| (Increase)/decrease in debtors                               |         | <b>30,355</b>                            | (33,761)                                 |                                 |
| Increase/(decrease) in creditors                             |         | <b>(80,805)</b>                          | (271,244)                                |                                 |
| <b>Net cash from/(used in) operating activities</b>          |         | <b>(290,520)</b>                         | (199,098)                                |                                 |
| <b>Cash flows from investing activities:</b>                 |         |                                          |                                          |                                 |
| Dividends, interest and rents from investments               | 191     | 2,810                                    |                                          |                                 |
| Purchase of fixed assets                                     | (3,201) | (1,713)                                  |                                          |                                 |
| <b>Net cash provided by / (used in) investing activities</b> |         | <b>(3,010)</b>                           | 1,097                                    |                                 |
| <b>Change in cash and cash equivalents in the year</b>       |         | <b>(293,530)</b>                         | (198,001)                                |                                 |
| Cash and cash equivalents at the beginning of the year       |         | 1,186,327                                | 1,384,328                                |                                 |
| <b>Cash and cash equivalents at the end of the year</b>      |         | <b>892,797</b>                           | 1,186,327                                |                                 |
| <b>Analysis of cash and cash equivalents</b>                 |         |                                          |                                          |                                 |
|                                                              |         | <b>At 31<br/>December<br/>2021<br/>£</b> | <b>At 31<br/>December<br/>2020<br/>£</b> |                                 |
| Cash in hand and at bank                                     |         | 892,797                                  | 1,186,327                                |                                 |
| <b>Total cash and cash equivalents</b>                       |         | <b>892,797</b>                           | 1,186,327                                |                                 |
| <b>Analysis of changes in net debt</b>                       |         |                                          |                                          |                                 |
|                                                              |         | <b>At Start of<br/>year<br/>£</b>        | <b>Cashflows<br/>£</b>                   | <b>At end of<br/>year<br/>£</b> |
| Cash in hand and at bank                                     |         | 1,186,327                                | (293,530)                                | 892,797                         |

**1 Accounting policies**

**a) Company information**

Clore Social Leadership Programme is a charitable company limited by guarantee registered in England with registration number 07222275. Its registered office address is 7 Bell Yard, London WC2A 2JR.

**b) Basis of preparation**

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 (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Update Bulletin 2, and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements. In making this assessment the trustees have considered the impact of Covid 19 and, whilst some income lines are affected they are partly mitigated by anticipated costs savings.

Annual budgets have been revised taking this into account with prudent figures for both income and expenditure. The charity holds significant reserves and has liquid assets in the form of cash held in short term deposits.

For this reason the trustees continue to adopt the going concern basis in preparing the financial statements.

**e) Income**

Income, including from Government and other grants, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income for programmes spanning two or more accounting periods is allocated over the period to which it relates in order to more accurately recognise the performance conditions associated with this income. Income received in advance of delivery of a specified service is deferred until the criteria for income recognition is met.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or has received the service. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2021

#### 1 Accounting policies (continued)

##### g) Interest receivable

Interest on funds held on deposit is included when receivable.

##### h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

##### i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of offering fellowships and delivering related services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

##### j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

|                                 |     |
|---------------------------------|-----|
| ● Fundraising                   | 1%  |
| ● Emerging leader programmes    | 52% |
| ● Senior and experienced leader | 5%  |
| ● Digital and online programmes | 33% |
| ● Place based programmes        | 9%  |
| ● NDU and Other innovations     | 0%  |

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Governance costs, which are considered a category of support costs, are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

##### k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer Equipment 3 years

Notes to the financial statements

For the year ended 31 December 2021

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**1 Accounting policies (continued)**

**l) Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Financial assets**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Financial Liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**m) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**n) Pensions**

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accruals basis.

**o) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**p) Critical accounting estimates and judgements**

In the application of the company's accounting policies, the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

# The Clore Social Leadership Programme

## Notes to the financial statements

For the year ended 31 December 2021

### 2 Income from donations

|                                               | Unrestricted<br>£ | Restricted<br>£ | 2021<br>Total<br>£ | 2020<br>Total<br>£ |
|-----------------------------------------------|-------------------|-----------------|--------------------|--------------------|
| Paul Hamlyn Foundation                        | 40,000            | –               | <b>40,000</b>      | 60,000             |
| Comic Relief                                  | 8,000             | –               | <b>8,000</b>       | 32,000             |
| Individual donations                          | –                 | –               | –                  | 25,000             |
| Gift aid claim                                | –                 | –               | –                  | 25,000             |
| Furlough and other small grants and donations | –                 | –               | –                  | 19,565             |
| Small grants and donations                    | 252               | –               | <b>252</b>         | –                  |
|                                               | <b>48,252</b>     | –               | <b>48,252</b>      | 161,565            |

All income in 2020 was unrestricted

### 3 Income from charitable activities

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2021<br>Total<br>£ | 2020<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|--------------------|--------------------|
| Emerging leader programmes              | 37,400            | 360,470         | <b>397,870</b>     | 421,177            |
| Senior & experienced leader             | –                 | 39,950          | <b>39,950</b>      | 59,057             |
| Digital and online programmes           | 27,180            | 75,000          | <b>102,180</b>     | 167,742            |
| Place based programmes                  | –                 | 227,000         | <b>227,000</b>     | 111,240            |
| NDU and Other Innovations               | –                 | –               | –                  | 90,565             |
| Other earned income                     | 66,655            | –               | <b>66,655</b>      | 72,331             |
| Total income                            | <b>131,235</b>    | <b>702,420</b>  | <b>833,655</b>     | 922,112            |
| Total income from charitable activities | <b>131,235</b>    | <b>702,420</b>  | <b>833,655</b>     | 922,112            |

Income in 2021 comprised of unrestricted income of £131,235 and restricted income of £702,420

# The Clore Social Leadership Programme

## Notes to the financial statements

For the year ended 31 December 2021

### 4 Analysis of expenditure

|                                    | Cost of<br>raising<br>funds<br>£ | Short courses<br>&<br>masterclasses<br>£ | Emerging<br>leader<br>programmes<br>£ | Senior &<br>experienced<br>leader<br>£ | Digital and<br>online<br>programmes<br>£ | Place based<br>programmes<br>£ | NDU and<br>Other<br>innovations<br>£ | Governance<br>costs<br>£ | Support<br>costs<br>£ | 2021 Total<br>£  | 2020<br>Total<br>£ |
|------------------------------------|----------------------------------|------------------------------------------|---------------------------------------|----------------------------------------|------------------------------------------|--------------------------------|--------------------------------------|--------------------------|-----------------------|------------------|--------------------|
| Staff costs (Note 8)               | 7,894                            | -                                        | 277,624                               | 25,826                                 | 179,205                                  | 47,578                         | -                                    | -                        | 76,118                | 614,245          | 540,821            |
| Programme development              | -                                | -                                        | -                                     | -                                      | 26,587                                   | -                              | -                                    | -                        | -                     | 26,587           | 29,705             |
| Residential costs                  | -                                | -                                        | 36,176                                | 7,490                                  | -                                        | 5,172                          | -                                    | -                        | -                     | 48,838           | 39,197             |
| Central tuition                    | -                                | -                                        | 125,285                               | 15,523                                 | -                                        | 92,886                         | -                                    | -                        | -                     | 233,694          | 157,108            |
| Marketing, website and database    | 30,107                           | -                                        | 14,791                                | -                                      | 3,010                                    | -                              | -                                    | -                        | -                     | 47,908           | 18,940             |
| Other programme delivery costs     | -                                | 23,100                                   | 29,308                                | 4,333                                  | 2,119                                    | 9,891                          | -                                    | -                        | -                     | 68,751           | 59,154             |
| Bad debts                          | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | -                     | -                | 1,940              |
| Leadership Chapters & Campaigns    | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | -                     | -                | 4,112              |
| Research & engagement              | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | -                     | -                | 26,879             |
| Events and meetings                | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | 568                   | 568              | 2,424              |
| Office costs                       | -                                | -                                        | -                                     | -                                      | 148                                      | -                              | -                                    | -                        | 26,241                | 26,389           | 15,993             |
| Legal & professional               | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | 12,390                   | 15,918                | 28,308           | 25,886             |
| Staff travel and other staff costs | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | 21,797                | 21,797           | 18,565             |
| Trustee recruitment and meetings   | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | -                     | -                | 337                |
| Rent and utilities                 | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | 4,894                 | 4,894            | 36,709             |
| Depreciation                       | -                                | -                                        | -                                     | -                                      | -                                        | -                              | -                                    | -                        | 3,591                 | 3,591            | 5,195              |
|                                    | 38,001                           | 23,100                                   | 483,184                               | 53,171                                 | 211,069                                  | 155,527                        | -                                    | 12,390                   | 149,127               | 1,125,569        | 982,965            |
| Support costs                      | 2,188                            | -                                        | 76,936                                | 7,157                                  | 49,662                                   | 13,185                         | -                                    | -                        | (149,127)             | -                | -                  |
| Governance costs                   | -                                | -                                        | 6,487                                 | 603                                    | 4,187                                    | 1,112                          | -                                    | (12,390)                 | -                     | -                | -                  |
| <b>Total expenditure 2021</b>      | <b>40,189</b>                    | <b>23,100</b>                            | <b>566,607</b>                        | <b>60,932</b>                          | <b>264,917</b>                           | <b>169,824</b>                 | <b>-</b>                             | <b>-</b>                 | <b>-</b>              | <b>1,125,569</b> | <b>982,965</b>     |
| Total expenditure 2020             | 35,524                           | 12,610                                   | 432,475                               | 102,640                                | 238,086                                  | 5,839                          | 155,791                              | -                        | -                     | 982,965          |                    |

Of the total expenditure, £381,831 was unrestricted (2020: £257,097) and £743,738 was restricted (2020: £725,868).

# The Clore Social Leadership Programme

## Notes to the financial statements

### For the year ended 31 December 2021

#### 5 Net incoming resources for the year

This is stated after charging / crediting:

|                                         | 2021<br>£ | 2020<br>£ |
|-----------------------------------------|-----------|-----------|
| Depreciation                            | 3,591     | 5,195     |
| Auditors' remuneration (excluding VAT): |           |           |
| Audit                                   | 12,390    | 11,280    |
| Trustees' expenses                      | –         | 337       |

#### 6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

|                                                                 | 2021<br>£      | 2020<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 560,587        | 477,044        |
| Social security costs                                           | 39,082         | 44,847         |
| Employer's contribution to defined contribution pension schemes | 14,576         | 18,930         |
|                                                                 | <b>614,245</b> | <b>540,821</b> |

The following number of employees received employee benefits (excluding employer pension costs) during the year in bandings of costs greater than £60,000:

|                   | 2021<br>No. | 2020<br>No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | –           | 1           |
| £90,000 – £99,999 | 1           | –           |

The total employee benefits including pension contributions of the key management personnel, made up of the Chief Executive Officer, the Director of Operations, the Director of Leadership Programmes, the Director of Shared Purpose and Marketing and External Relations, the Director of Programmes and Innovations, the Director of Digital Learning and the Director of Marketing and Communications, were £325,930 (2020: £245,090).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

During the year, trustee was reimbursed travel expenses of nil (2020: £337).

# The Clore Social Leadership Programme

## Notes to the financial statements

### For the year ended 31 December 2021

#### 7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                               | 2021<br>No. | 2020<br>No. |
|-------------------------------|-------------|-------------|
| Cost of raising funds         | 0.2         | 0.4         |
| Emerging leader programmes    | 6.3         | 3.8         |
| Senior & experienced leader   | 0.6         | 0.7         |
| Digital and online programmes | 4.1         | 2.8         |
| Place based programmes        | 1.1         | –           |
| NDU and Other innovations     | –           | 1.8         |
| Governance and support        | 1.7         | 3.0         |
|                               | <b>14.0</b> | <b>12.6</b> |

The average weekly number of employees (full-time equivalent) during the period was as follows:

|                               | 2021<br>No. | 2020<br>No. |
|-------------------------------|-------------|-------------|
| Cost of raising funds         | 0.2         | 0.4         |
| Emerging leader programmes    | 6.7         | 3.6         |
| Senior & experienced leader   | 0.6         | 0.7         |
| Digital and online programmes | 4.3         | 2.6         |
| Place based programmes        | 1.2         | –           |
| NDU and Other Innovations     | –           | 1.7         |
| Governance and support        | 1.9         | 2.8         |
|                               | <b>14.9</b> | <b>11.8</b> |

#### 8 Related party transactions

The Clore Duffield Foundation provided grant funding in support of Digital and online programme, as disclosed in the financial statements and notes.

In addition, Arabella Duffield, Trustee, is the daughter of Dame Vivien Duffield who is the Chair of the Clore Duffield Foundation and a Founding Member of the Clore Social Leadership Programme. On the 4th of February, Arabella stepped down as a trustee having reached the end of term as trustee.

During the year, a trustee donated a total of £75,000 toward two programmes run by the Charity all of which was restricted. There are no other donations from related parties which are outside the normal course of business.

There are no other related party transactions to disclose for 2021 (2020: none).

## 9 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

## 10 Tangible fixed assets

|                          | Computer<br>equipment<br>£ | Total<br>£ |
|--------------------------|----------------------------|------------|
| <b>Cost</b>              |                            |            |
| At the start of the year | 21,526                     | 21,526     |
| Additions in year        | 3,201                      | 3,201      |
|                          | <hr/>                      | <hr/>      |
| At the end of the year   | 24,727                     | 24,727     |
|                          | <hr/>                      | <hr/>      |
| <b>Depreciation</b>      |                            |            |
| At the start of the year | 17,482                     | 17,482     |
| Charge for the year      | 3,591                      | 3,591      |
|                          | <hr/>                      | <hr/>      |
| At the end of the year   | 21,073                     | 21,073     |
|                          | <hr/>                      | <hr/>      |
| <b>Net book value</b>    |                            |            |
| At the end of the year   | 3,654                      | 3,654      |
|                          | <hr/>                      | <hr/>      |
| At the start of the year | 4,044                      | 4,044      |
|                          | <hr/>                      | <hr/>      |

All of the above assets are used for charitable purposes.

## 11 Debtors

|                                | 2021<br>£ | 2020<br>£ |
|--------------------------------|-----------|-----------|
| Grant debtors                  | –         | 40,000    |
| Other debtors                  | 41,620    | 46,975    |
| Prepayments and accrued income | 40,000    | 25,000    |
|                                | <hr/>     | <hr/>     |
|                                | 81,620    | 111,975   |
|                                | <hr/>     | <hr/>     |

## 12 Creditors: amounts falling due within one year

|                              | 2021<br>£ | 2020<br>£ |
|------------------------------|-----------|-----------|
| Trade creditors              | 1,724     | 63,150    |
| Taxation and social security | 32,158    | 15,962    |
| Other creditors              | 3,151     | 4,990     |
| Accruals                     | 58,991    | 25,726    |
| Deferred income (note 14)    | –         | 67,000    |
|                              | <hr/>     | <hr/>     |
|                              | 96,024    | 176,828   |
|                              | <hr/>     | <hr/>     |

### 13 Deferred income

Deferred income comprises income received during the year for future years.

|                                       | 2021<br>£ | 2020<br>£ |
|---------------------------------------|-----------|-----------|
| Balance at the beginning of the year  | 67,000    | 348,597   |
| Amount released to income in the year | (67,000)  | (348,597) |
| Amount deferred in the year           | –         | 67,000    |
|                                       | <hr/>     | <hr/>     |
| Balance at the end of the year        | –         | 67,000    |
|                                       | <hr/>     | <hr/>     |

The above balance is comprised of the following programmes:

|                                | 2021<br>£ | 2020<br>£ |
|--------------------------------|-----------|-----------|
| Emerging leader programmes     | –         | 67,000    |
|                                | <hr/>     | <hr/>     |
| Balance at the end of the year | –         | 67,000    |
|                                | <hr/>     | <hr/>     |

### 14 Analysis of net assets between funds

|                                   | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2021<br>£ |
|-----------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets             | 3,654                        | –               | –               | 3,654                    |
| Net current assets                | 558,403                      | –               | 319,990         | 878,393                  |
|                                   | <hr/>                        | <hr/>           | <hr/>           | <hr/>                    |
| Net assets at the end of the year | 562,057                      | –               | 319,990         | 882,047                  |
|                                   | <hr/>                        | <hr/>           | <hr/>           | <hr/>                    |

|                                     | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2020<br>£ |
|-------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets               | 4,044                        | –               | –               | 4,044                    |
| Net current assets                  | 758,655                      | –               | 362,819         | 1,121,474                |
|                                     | <hr/>                        | <hr/>           | <hr/>           | <hr/>                    |
| Net assets at the start of the year | 762,699                      | –               | 362,819         | 1,125,518                |
|                                     | <hr/>                        | <hr/>           | <hr/>           | <hr/>                    |

# The Clore Social Leadership Programme

## Notes to the financial statements

### For the year ended 31 December 2021

#### 15 Movements in funds

|                                 | At 1<br>January<br>2021<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£ | At 31<br>December<br>2021<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                |                                |
| 2015 Fellowships                | 4,926                        | –                                     | (4,926)                                |                | –                              |
| 2016 Fellowships                | 7,469                        | –                                     | (7,469)                                |                | –                              |
| Emerging leader programmes      | 192,231                      | 360,470                               | (449,125)                              | (1,511)        | 102,065                        |
| Senior & experienced leader     | 47,245                       | 39,950                                | (39,950)                               | –              | 47,245                         |
| Digital and online programmes   | 4,693                        | 75,000                                | (79,693)                               | –              | –                              |
| Place based programmes          | 106,255                      | 227,000                               | (162,575)                              |                | 170,680                        |
| NDU and Other Innovations       | –                            | –                                     | –                                      | –              | –                              |
| <b>Total restricted funds</b>   | <b>362,819</b>               | <b>702,420</b>                        | <b>(743,738)</b>                       | <b>(1,511)</b> | <b>319,990</b>                 |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                |                                |
| <b>General funds</b>            | <b>762,699</b>               | <b>179,678</b>                        | <b>(381,831)</b>                       | <b>1,511</b>   | <b>562,057</b>                 |
| <b>Total unrestricted funds</b> | <b>762,699</b>               | <b>179,678</b>                        | <b>(381,831)</b>                       | <b>1,511</b>   | <b>562,057</b>                 |
| <b>Total funds</b>              | <b>1,125,518</b>             | <b>882,098</b>                        | <b>(1,125,569)</b>                     | <b>–</b>       | <b>882,047</b>                 |

#### 15 Movements in funds

|                                 | At 1<br>January<br>2020<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£  | At 31<br>December<br>2020<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|-----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                 |                                |
| 2015 Fellowships                | 4,926                        | –                                     | –                                      | –               | 4,926                          |
| 2016 Fellowships                | 7,469                        | –                                     | –                                      | –               | 7,469                          |
| Emerging leader programmes      | 41,317                       | 392,727                               | (341,328)                              | 99,515          | 192,231                        |
| Senior & experienced leader     | 48,081                       | 59,057                                | (85,306)                               | 25,413          | 47,245                         |
| Digital and online programmes   | 7,560                        | 150,000                               | (152,867)                              | –               | 4,693                          |
| Place based programmes          | 70,000                       | 111,240                               | (4,985)                                | (70,000)        | 106,255                        |
| NDU and Other Innovations       | 50,817                       | 90,565                                | (141,382)                              | –               | –                              |
| <b>Total restricted funds</b>   | <b>230,170</b>               | <b>803,589</b>                        | <b>(725,868)</b>                       | <b>54,928</b>   | <b>362,819</b>                 |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                 |                                |
| <b>General funds</b>            | <b>791,826</b>               | <b>282,898</b>                        | <b>(257,097)</b>                       | <b>(54,928)</b> | <b>762,699</b>                 |
| <b>Total unrestricted funds</b> | <b>791,826</b>               | <b>282,898</b>                        | <b>(257,097)</b>                       | <b>(54,928)</b> | <b>762,699</b>                 |
| <b>Total funds</b>              | <b>1,021,996</b>             | <b>1,086,487</b>                      | <b>(982,965)</b>                       | <b>–</b>        | <b>1,125,518</b>               |

Transfers include:

Transfers between projects agreed with funders

**16 Purposes of restricted funds**

Emerging Leader Programme funds were a combination of those started at the end of 2019 as well as 5 programmes during 2020. Balances at year end will be spent on the continuation of one programme into 2022.

Senior & Experienced leader funds were used for several programmes reaching high-level leaders in the sector. Balances at year end will be carried forward for the completion of the programmes during 2022.

Place-based programme funds will be used for a series of leadership development programmes in the Wales social sector.

## THE CLORE SOCIAL LEADERSHIP PROGRAMME

England & Wales - Charity number 1136727

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# Accounts

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# **Clare Social Leadership Programme**

## **Report and Financial Statements 31 December 2020**

## Letter from the Chair

I wanted to share some reflections about Clare Social Leadership's work over the past year during these difficult and continually changing times.

### Learning in Lockdown

As many organisations experienced, our plans for 2020 changed dramatically over the course of the past year. Thanks to the flexibility of our amazing funders, we were able to quickly adapt our existing programmes to be delivered online.

We have now been operating fully digital versions of our flagship programmes, and feedback has been overwhelmingly positive -- participants have even received more leadership development content than they would have in the original programme designs due to the decreased cost and increased accessibility of digital learning.

We were also able to deliver two entirely new programmes to support leaders through lockdown. The first was a summer programme for nearly 200 leaders working in the Migration and Refugee Sector. Once we saw the demand for that programme -- which outperformed all other programmes in Clare Social history -- we were inspired to create Leading Beyond Lockdown, which offered participants from across the social sector our most impactful learning interventions as well as space for peer connection.

### The Great Digital Pivot

At the same time, the Clare Social team has been hard at work transforming into an organization that is truly 'digital first'. If we have learned anything in 2020, it is that generous, resilient leadership has become more urgently necessary -- and also more difficult -- than ever before. But this year has also made clear that leadership development can be more accessible and affordable if it is done online, with an intent to reinstate in-person programmes in hopes of increasing social interaction.

Going forward, our existing Emerging and Experienced Leader programmes will be delivered fully online. The team is also developing and continuously improving a series of new online digital innovations launched in early 2021, including modules on Digital Leadership, Leader as Coach, Managing Remote Teams, Change Management and Resilience.

Clare Social has also invested in two new digital platforms to increase accessibility, improve processes and enable scale. We expect the hunger for leadership development to continue through 2021 and beyond, and believe that we can reach 10 times as many social leaders next year as we did this year by adopting a hybrid model, utilising virtual and physical platforms.

### A New Community of Changemakers

Clare Social's new digital platforms will also act as an online space for social leaders to connect, collaborate and grow. We have long wanted to build a movement of changemakers, and have always believed that the most powerful element of our programmes are the ones that foster peer learning and support -- a natural evolution for Clare Social Leadership, particularly prescient in this time of distancing and isolation. The community officially launched in January 2021 and continues to gain more traction each week, with plans to provide a safe environment to reinforce connectedness.

In addition to enabling leaders to connect and find each other, it will also allow them to create and join groups (both thematic and place-based), take advantage of free resources and much more. Peer learning and networks will be vital for people coming out of the pandemic and this will be a space where leaders can collaborate and support each other in the struggles ahead.

This work was only made possible thanks to the dedicated staff and supportive board of trustees, so a big thank you is in order to them all. And, last but not least a huge thank you to our many funders who have enabled us to adapt so well to our changing world.

# Trustees' Report

For the year ended 31 December 2020

|                                                    |                                                                                                                                   |                                                                    |         |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------|
| <b>Company number</b>                              | 07222275                                                                                                                          | <b>Charity number</b>                                              | 1136727 |
| <b>Registered office &amp; operational address</b> | 7 Bell Yard,<br>London<br>WC2A 2JR                                                                                                |                                                                    |         |
| <b>Trustees</b>                                    | Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: |                                                                    |         |
|                                                    | Sir Ciarán Devane                                                                                                                 | Chair                                                              |         |
|                                                    | Dominic Houlder                                                                                                                   | Chair of Audit and Risk Committee                                  |         |
|                                                    | Tina Alexandrou                                                                                                                   |                                                                    |         |
|                                                    | Arabella Duffield                                                                                                                 | Resigned February 2021                                             |         |
|                                                    | Charles Good                                                                                                                      |                                                                    |         |
|                                                    | David Harrel                                                                                                                      | Resigned February 2021                                             |         |
|                                                    | Anna Southall                                                                                                                     | Resigned February 2021                                             |         |
|                                                    | Mark Fisher CBE                                                                                                                   |                                                                    |         |
|                                                    | Vyla Rollins                                                                                                                      |                                                                    |         |
|                                                    | Patrick Stevens                                                                                                                   |                                                                    |         |
|                                                    | Neha Khurana                                                                                                                      |                                                                    |         |
|                                                    | Nicola Kidston                                                                                                                    | Appointed February 2021                                            |         |
|                                                    | Deborah Smart                                                                                                                     | Appointed February 2021                                            |         |
|                                                    | Alison Collins                                                                                                                    | Appointed February 2021                                            |         |
|                                                    | John O'Brien                                                                                                                      | Appointed February 2021                                            |         |
| <b>Staff</b>                                       | Shaks Ghosh CBE                                                                                                                   | Chief Executive                                                    |         |
|                                                    | Louise Drake                                                                                                                      | Managing Director of National Development Unit (resigned Mar 2021) |         |
|                                                    | Wendy Leyland                                                                                                                     | Director of Operations                                             |         |
|                                                    | Angharad Irvine                                                                                                                   | Director of Leadership Programmes                                  |         |
|                                                    | Nadia Alomar                                                                                                                      | Director of Marketing & External Relations                         |         |
|                                                    | Iulia Schiopu                                                                                                                     | Marketing Coordinator (resigned Dec 2020)                          |         |
|                                                    | Estelle Des Georges                                                                                                               | Head Leadership Development Coach                                  |         |
|                                                    | Patricia Joseph                                                                                                                   | Leadership Development Coach                                       |         |
|                                                    | Carrie Cuno-Booth                                                                                                                 | Development Officer                                                |         |
|                                                    | Lydia Burman                                                                                                                      | Marketing & Communications Coordinator                             |         |
|                                                    | Louis Eastwell                                                                                                                    | National Engagement Lead                                           |         |
|                                                    | Justin Webb                                                                                                                       | Online Programme Facilitator                                       |         |
|                                                    | Elsbeth Bell                                                                                                                      | Digital Product Tester                                             |         |
|                                                    | Youssef Beyhum                                                                                                                    | Financial & Operations Assistant                                   |         |
|                                                    | Ralph La Fontaine                                                                                                                 | Director of Digital Learning                                       |         |
|                                                    | Liam Russell                                                                                                                      | Marketing Manager                                                  |         |
| <b>Bankers</b>                                     | The Co-operative Bank                                                                                                             | HSBC BANK PLC                                                      |         |
|                                                    | P.O. Box 250                                                                                                                      | 1st Floor, North London Business Banking Centre                    |         |
|                                                    | Delf House                                                                                                                        | 1 Old Street                                                       |         |
|                                                    | Skelmersdale                                                                                                                      | London                                                             |         |
|                                                    | WN8 6WT                                                                                                                           | EC1V 9HL                                                           |         |
| <b>Solicitors</b>                                  | Kings & Wood<br>Mallesons LLP<br>10 Queen Street Place<br>London                                                                  |                                                                    |         |
| <b>Auditors</b>                                    | Moore Kingston Smith LLP,<br>Chartered Accountants<br>60 Goswell Road<br>London<br>EC1M 7AD                                       |                                                                    |         |

The trustees present their report and the audited financial statements for the year ended 31 December 2020.

The organisation is a charitable company limited by guarantee, incorporated on 13 April 2010 and registered as a charity on 5 July 2010.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

### **Background**

The Clare Social Leadership Programme (Clare Social Leadership) was set up in October 2008 as an initiative of the Clare Duffield Foundation. Its purpose is to identify, connect and develop aspiring leaders in the social sector. The board of trustees was recruited in 2009, with The Clare Social Leadership Programme registered as a Company limited by guarantee in April 2010 and its charitable status recognised in July 2010. This trustees' report covers the tenth full financial year as an independent charity.

### **Objectives and activities**

The Articles of Association of the Clare Social Leadership Programme state that the charity promotes and supports the education, development and training of actual and potential leaders of social sector organisations. The definition of what is meant by 'social sector' is summarised in the Articles as those organised to provide, promote or secure social goods for beneficiary groups such as charities, community organisations, social enterprises and housing associations. The trustees review the aims, objectives and activities of the charity each year.

This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

### **Purpose and aims**

Clare Social Leadership seeks to identify, connect and develop aspiring leaders with a social purpose who are working for the benefit of individuals and communities across the UK. This is achieved through the following strategic objectives:

#### *Programmes*

- Growing and extending our learning programmes so they reach as many social sector leaders as possible
- Impacting positively on individuals, organisations and communities through our programmes
- Supporting committed, values-based and reflective aspiring leaders and tracking the outcomes and impact they achieve in the leadership roles they resume or take up following their participation in our programmes.

#### *Sustainability*

- Securing sustainable income streams through a successful fundraising strategy and continual diversification of income generation models, including sources of earned income
- To be highly effective in our own governance and leadership, and delivery and outcomes
- By working in line with the charity's values, while continually evaluating and improving our programmes, including market-testing their relevance and capacity to add value

#### *Sectoral collaboration*

- Maintaining a strong UK-wide perspective and building social sector connections across devolved administrations, maintaining close contact with ministers, civil servants and key politicians
- Enabling a strong network of social purpose organisations and leaders across the UK through online and in-person engagement
- Acting as a facilitator for effective and generous leadership across the social sector

#### *Learning and dissemination*

- Sharing learning about leadership development for the social sector, including our evaluation findings, and raising the profile of leadership as key to strengthening sector capacity
- By regular dissemination of all our findings and reports using the Clare Social Leadership website with links to relevant partners
- By an effective communications strategy including online and wider media profile, social media engagement, contributing to events, speaking and publishing articles
- Since September 2019, this purpose and aim has been addressed with particular focus and funds through the development of an internal unit (National Development Unit - see more in *Plans for 2021* below).

#### **Public benefit**

Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission, including their guidance in PB2 (Public Benefit: Running a Charity).

The Clare Social Leadership fellows contribute directly to public benefit through positive outcomes for individuals and their communities through their activities while on the leadership development programmes and in their subsequent leadership of social purpose organisations and partnerships. Clare Social Leadership shares all its learning about effective social leadership widely so that as many people as possible can themselves benefit and improve outcomes for beneficiaries.

#### **Achievements and performance - KPIs**

To monitor and evaluate our ambition to grow and extend our learning programmes so they reach as many social sector leaders as possible, two important KPIs are the number of leaders reached and the impact the programmes have on these leaders.

##### 1. Number of Leaders Reached

|                               | <u>2016</u> | <u>2017</u> | <u>2018</u> | <u>2019</u>  | <u>2020</u> |
|-------------------------------|-------------|-------------|-------------|--------------|-------------|
| Year-long Fellowship          | 24          | 24          | N/A         | N/A          | N/A         |
| Experienced Leader Programmes | -           | -           | 66          | 43           | 77          |
| Emerging Leader Programmes    | 24          | 55          | 112         | 110          | 177         |
| Place-based Programmes        | -           | -           | 164         | -            | -           |
| Other short programmes        | 125         | 164         | 201         | 300          | 581         |
| <b>Total Reach:</b>           | <b>173</b>  | <b>243</b>  | <b>543</b>  | <b>453</b>   | <b>835</b>  |
| <b>% increase</b>             |             | <b>40%</b>  | <b>123%</b> | <b>(17%)</b> | <b>46%</b>  |

##### 2. Programme Impact

Our unique approach is proven to work and has consistently delivered impact within the social sector. We measure our programmes' overall impact annually by asking participants how strongly they agree with a series of impact statements on a scale of 1 to 10. In 2020, our annual survey showed average scores of 8 out of 10 for the following statements:

| Statement                                                                                                                         | Average Score 2019 | Average Score 2020 |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|
| My experience with the Clare Social Leadership programme has made me a better leader.                                             | 8.6                | 8.6                |
| My experience with the Clare Social Leadership programme has provided me with great networks.                                     | 8.4                | 7.4                |
| My experience with the Clare Social Leadership programme has empowered me to grow leadership in others.                           | 8.0                | 8.2                |
| My experience with the Clare Social Leadership programme has enabled greater collaboration in my work.                            | 7.7                | 7.7                |
| My experience with the Clare Social Leadership programme has made me personally more resilient.                                   | 8.0                | 8.2                |
| My experience with the Clare Social Leadership programme has encouraged me to think more deeply about leadership.                 | 9.0                | 9.1                |
| My experience with the Clare Social Leadership programme has enhanced my contribution to my organisation(s).                      | 8.3                | 8.6                |
| My experience with the Clare Social Leadership programme has increased my ability to have an impact upon the communities I serve. | 8.2                | 7.9                |

Clare Social seeks to meet a widely recognised lack of opportunities for social sector leaders to access the leadership development opportunities available in the private and the public sectors.

### Trustees

Four trustees were appointed in February 2021 - Nicola Kidston, Deborah Smart, Alison Collins, and John O'Brien.

Three trustees resigned in February 2021, after having served their maximum allowable term limits of 9 years - Arabella Duffield, David Harrel, and Anna Southall. We wish to thank them all for their tremendous service as long-standing trustees.

Appendix I provides full biographies of the current board of trustees.

Trustees are recruited on the recommendation of the Nominations Committee, who conduct ongoing and comprehensive review of the skills present in the board and its ideal composition.

### Staff

Shaks Ghosh CBE was appointed as the charity's Chief Executive in July 2015. Shaks Ghosh came to Clare Social Leadership with extensive experience of leadership in the social sector, having previously been Chief Executive of Crisis and the Private Equity Foundation.

The management team also includes; the Managing Director of the National Development Unit, Louise Drake, the Director of Operations, Wendy Leyland, the Director of Marketing and External Relations, Nadia Alomar, the Director of Leadership Programmes, Angharad Irvine, and the Director of Digital Learning, Ralph La Fontaine.

Appendix II provides full details of the current staff team as of April 2021.

Remuneration for staff is set by the Chief Executive, who has responsibility for ensuring the overall salary budget for any year is not exceeded. Remuneration for the Chief Executive is agreed by the Board of Trustees. Salaries are reviewed on an annual basis, with periodic market review of salary levels at equivalent size charities.

## Financial review

The accounts cover the tenth full financial year that the charity was independently operational.

The impact of Covid-19 has been considered on the charity's future plans and budgeting processes and the effect of the outbreak will be a significant risk into the December 2021 year end. The effect on this year's financial statements has been considered in note 19– Post Balance Sheet Events of the financial statements, as well as some narrative explaining *Plans for 2021* section below.

## Income

Clare Social Leadership receives restricted grant funding from numerous foundations, trusts and corporate sponsors. The largest grant was from The National Lottery Community Fund (formerly, The Big Lottery Fund), where £498,744 was awarded to cover work for 2018-2020. We also received a large multi-year grant from The Garfield Weston Foundation (£210,000), for the period of 2019-2021.

Important unrestricted grant funding was awarded by the Paul Hamlyn Foundation to help cover core costs over the 5-year period from 2018-2022 through their Backbone Fund grant initiative.

Significant support was also received from other personal donations totalling £75,000 for 2020.

Total income was £1,086,487 for the year. This is slightly down (10.21%) over total income in the previous year of £1,210,007.

Trustees are very grateful to the funders who committed to the Fellowship programme in its early days - in particular the Clare Duffield Foundation, who took the initiative to start the fellowship programme. Since 2017, they have been giving support for our Digital Transformation initiative, but have ceased their larger unrestricted grant funding.

Trustees wish to thank all of our funders in 2020:

The National Lottery Community Fund  
Good Opportunities Trust  
Esmée Fairburn Foundation  
Forces in Mind Trust  
Bank of America Merrill Lynch  
Pilgrim Trust  
Comic Relief

Coutts Foundation  
Clare Duffield Foundation  
Garfield Weston Foundation  
Global Dialogue  
NHS Trusts  
Paul Hamlyn Foundation  
Rank Foundation

Reports are made to donors each year updating them on the progress of the programme and the contribution their funding has made to enable this.

## Expenditure

Total spending for the year was £982,965. This is down approximately 19.36% from the previous year's expenditure of £1,218,948. This is largely due to Covid-19 programme delays for our Place-based programmes.

## Movement of Funds

Net movement of funds went from a negative £8,941 in 2019 to a positive £103,522 in 2020. This is largely explained by programme postponements from 2020 to 2021.

## Reserves

Trustees have a policy of holding a free reserve of at least £275,000 to cover three months of core operational expenditure (staff and office costs). This was met across 2020, with unrestricted general reserves excluding reserves tied up in fixed assets of £758,655 at 31 December 2020.

Our level of reserves will be particularly important as we continue to manage the negative effects of Covid-19 on our core business of providing guided, face-to-face learning programmes. Increased emphasis has been placed on further developing our role as facilitator, thought leader and digital provider of leadership development in the social sector, as explained in the section below, *Plans for 2021*.

### **Structure, governance and management**

The Clare Social Leadership Programme, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, last updated on 1 March 2017. Trustees are recruited by the agreement of the board of trustees. Appointed trustees are provided with a background briefing about their responsibilities and the objectives, operations, governance, funding and achievements of the charity. All trustees are encouraged to take up relevant training, briefings and conferences.

Trustees regularly review the progress of the charity and its funding. The Audit and Risk Committee reviews the risks, controls and financial management of the charity. Trustees are responsible for setting the strategy for the Clare Social Leadership and securing both the public benefit delivered through its outcomes and impact, and the sustainability of the charity. The Trustees are responsible for the appointment of the Chief Executive.

### **Major risks and uncertainties**

The major risks to the charity have been identified in a comprehensive risk register and the management of these is monitored by the Audit and Risk Committee on a quarterly basis. This register is also reviewed by all trustees as part of the board papers with each board meeting.

The four risks categories identified with the highest scores (both Impact and Likelihood deemed Medium to High) are as follows:

- 1) the future loss of funders and a resultant shortfall in funding to run our programmes,
- 2) sector attitudes to executive education,
- 3) alternative leadership development opportunities for the social sector (competition), and
- 4) the effects of Covid-19 on face-to-face learning.

These risks have been mitigated through the following actions:

- 1) the introduction of a robust marketing and communications plan and strategy
- 2) driving more demand through the NDU work (described in more detail below) and,
- 3) continued advocacy of our programmes at the sector level and engagement with sector bodies such as NCVO and SCVO
- 4) the development of multiple online courses as well as an online platform (SharedPurpose) acting as a network for incentivising positive change and peer learning.

### **Plans for 2021**

In response to the Covid-19 crisis and its impact on the social sector as well the communities served by social leaders, we are continuing to develop accessible and affordable online learning tools in addition to our guided leadership development programmes. These interventions will help us reach our ambitious goal of serving one million UK social sector leaders and make leadership development accessible to all.

As the sector looks toward post-pandemic recovery, generous and resilient leadership will be more needed than ever. With this in mind, our plans for 2021 and beyond are as follows:

- to put renewed focus on local communities and regions with a leadership festival in Wales, a comprehensive place-based initiative in Oxfordshire, and plans to develop programmes in other regions
- to encourage diversity in leadership and the sector with Leadership Lighthouses, a national initiative that will target local BAME-led training providers
- to expand awareness of leadership development in the social sector and encourage collaboration through the SharedPurpose platform; and to strengthen networks within the third sector that incentivise positive change and encourage peer learning

- to increase accessibility of leadership development by continuing to develop a series of low-cost and flexible online courses and modules.

**Statement of responsibilities of the trustees**

The trustees (who are also directors of The Clare Social Leadership Programme for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK GAAP).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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.

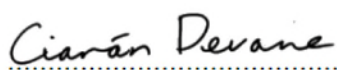
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Auditors**

Moore Kingston Smith were re-appointed as the charitable company's auditors during the period and have expressed their willingness to continue in that capacity.

The report of the Trustees has been prepared in accordance with the special provisions applicable to companies' subject to the small companies' regime.

Approved by the Trustees on 21 July 2021 and signed on their behalf by



Sir Ciarán Devane - Chair, Board of Trustees

## Appendix I: Trustee Biographies

We take good governance seriously, and our board of trustees is the backbone of this.

From the Bank of England to Resolution Foundation, from London Business School to the United Nations - our trustees come from across a wide range of sectors and have taken diverse career paths. This is a wealth of experience and expertise that makes for a strong Clare Social board.

### **Sir Ciarán Devane**

Sir Ciarán Devane became Chief Executive of the British Council in January 2015. Ciarán has focused on aligning the British Council behind key themes important to the UK, demonstrating the contribution of cultural relations to the UK's security, prosperity and influence, and strengthening the organisation's capacity and capability across its network in over 100 countries.

Prior to his current role, Ciarán was Chief Executive of Macmillan Cancer Support where he transformed the scale and impact of the charity (NGO) both on its own and in collaboration with other organisations and raised its profile as an authoritative voice on cancer and health matters, leading to Macmillan being the UK public's most respected NGO.

Ciarán was awarded a knighthood in 2015 for his services to cancer patients.

### **Tina Alexandrou**

Tina Alexandrou is a Trustee of the Resolution Trust and the Resolution Foundation, a social policy and research organisation whose goal is to improve the living standards for the 15 million people in Britain on low and middle incomes. Tina has been with the Foundation since its formation in 2005. She is also a Trustee of Pilotlight, an organisation which works with small, ambitious charities to help a greater number of people more effectively.

She has a particular interest in education and sits on the Ark School's Board and is also Chair of Governors of an Ark Primary in White City, London. Prior to her work in the third sector her career was spent in the insurance and banking industry both in the UK and internationally.

### **Arabella Duffield**

Arabella Duffield has a PhD in Public Health. She worked extensively in Africa and Asia for ten years for the UN and non-governmental organisations including Save the Children.

She completed the Sloan Programme at London Business School in 2008. Arabella is currently a trustee of Access Aspiration, the AD Charitable Trust and the Weizmann Institute in Israel.

### **Mark Fisher**

Mark Fisher CBE FRSA has been the Director General and Secretary to the Grenfell Tower Public Inquiry since June 2017.

Prior to working on the Public Inquiry, Mark was Director of the Office for Civil Society and Innovation in the Cabinet Office, supporting the Government's ambitions for volunteering, philanthropy and social investment; and for the general development of the voluntary and community sector. Mark was previously Social Justice Director in the DWP responsible for the Government's agenda for the prevention of long term welfare dependency, and before that Jobseekers and Skills Director in the DWP, responsible for the national regime for supporting unemployed people.

Mark has been Chief Executive of the Sector Skills Development Agency and a Director of Working Links (Employment) Ltd. He is on the Council of Huddersfield University.

#### **Charles Good**

After his early training as a chartered accountant with Robson Rhodes (now Grant Thornton) and the corporate finance department of SG Warburg & Co Ltd (now part of UBS), Charles has made a career of developing and financing entrepreneurs in the SME sector.

He has been active in a number of market segments, including technology, retailing, asset management, broking and oil and gas exploration. Most significant amongst these are Hurricane Exploration a North Sea exploration company, Blooms of Bressingham Plc, AIM Garden Centre group, Citigate PR, Shoprite, and Ely Fund Managers Ltd and Dexia Private Banking UK.

He is currently chair of Cox PowerTrain Ltd, a diesel outboard engine developer and manufacturer. Charles is also Chair of Rosebourne Limited, a garden centre group.

#### **David Harrel**

David Harrel was one of the founding partners of London City law firm SJ Berwin LLP in 1982. He was made Senior Partner in 1992 relinquishing this role in 2006 and retiring from the firm in 2007. He has been Chairman and non-executive director of a number of public and private companies as well as being a trustee of The English National Opera. He is also a trustee of The Clare Duffield Foundation.

#### **Dominic Houlder**

Dominic is an Adjunct Professor in Strategic and International Management at London Business School, having joined the Faculty in 1994. He is one of the leading experts on professional service firms in Europe. He was Associate Dean of the Sloan Fellowship Programme from 2002-5. In his earlier career he worked with The Boston Consulting Group and Blue Circle Industries plc.

#### **Anna Southall**

Anna enjoyed a varied career in the public sector, ultimately as Director of the National Museums of Wales and then Chief Executive of the Museums Libraries and Archives Council. She chaired the Barrow Cadbury Trust from 1996 to 2006, and remains Lead Trustee for the Young Adults and Criminal Justice programme. She served for 9 years as Vice Chair of Big Lottery Fund (now the National Lottery Charity Board) and then for 6 years as Vice Chair of the Wales Millennium Centre in Cardiff. Anna is now a trustee of a number of organisations in Bristol, where she lives.

#### **Neeha Khurana**

Neeha has over twenty years HR experience in consulting, financial services, and software organisations where she has been the People Partner to CEOs and Executive Teams. She has specialist experience in culture transformation, leadership and executive development, team health and organizational effectiveness, talent acquisition (including board recruitment), talent identification and succession management, diversity and inclusion, and employee engagement.

In her role at Celonis she is responsible for driving the culture strategy including a focus on fostering an inclusive and high performing team, employee growth and empowerment, employee engagement and listening, and building strong and highly effective trusted leaders that are recognized in the industry.

Neeha is a Chartered Occupational Psychologist and Associate Fellow of the British Psychological Society. She has a BSc (Hons) in Psychology, a Masters in Occupational Psychology from Goldsmiths University in London and an Advanced Practitioner qualification in Executive Coaching.

#### **Vyla L. Rollins**

Vyla is an Organisational Psychologist who has worked as a global strategic Organisational Effectiveness consultant in the private, public, and voluntary sectors for over 30 years. She is currently the Executive Director of London Business School's Leadership Institute. The Institute seeks to research and explore a myriad of issues related to leadership and leading, as well as discuss and challenge perceptions of leadership, present ideas about the future of leadership and their attributes.

Vyla also designs and delivers on selected bespoke educational programmes delivered by LBS's Executive Education Department, as well as coaching on a number of degree and customised Executive Education programmes at the School. She is also a Managing Director of Rubato Global Consulting Limited.

#### **Patrick Stevens**

Patrick trained as a Chartered Accountant in Norfolk, his original home. After that he spent his career as an accountant in practice in London. For the last 17 years he was a partner and a Managing Partner in Ernst and Young.

On retiring from practice, he spent 3 years as Tax Policy Director at Chartered Institute of Taxation. Since then he has taken on various voluntary roles. These include being Trustee and Treasurer of Sussex Community Foundation, Resolution Foundation and Rye Deanery in the Diocese of Chichester.

#### **Nicola Kidston**

Nicola is an experienced senior leader with over 20 years' experience in the social sector. She is committed to creating positive futures with young people and is energised by creating strong collaborative partnerships to innovate, scale and embed programmes to achieve national impact and has successfully achieved this in both education and youth sector settings.

She did this most recently as Head of Programme (English as an Additional Language) at The Bell Foundation, developing digital and blended models to scaling training and resources for schools as well as providing thought leadership and sharing best practices. As Director of Development and Partnership at the Foyer Federation, she developed and scaled programmes with young people experiencing homelessness across the Foyer network. Prior to this she had a range of project management and youth justice roles at SOVA, Leeds Youth Offending Service and the ReachOut Project.

She has been a Clore Social Fellow since 2016 and continues to connect to her peer group for learning and development.

#### **Deborah Smart**

Deborah is Director of Grants at the Social Investment Business, a role which sees her work closely with partners to develop and implement support programmes which meet the needs of charities and social enterprises. She has overseen and delivered multiple funding programmes for multiple foundations as well as government bodies.

She started working in the social finance sector in 2005 at the Local Investment Fund and has been working in the funding/social investment sector ever since. She is passionate about empowering

Social Sector Organisations to be able to access and use different types of finance to enable them to better support their communities.

Deborah was the 2015 Clare Social Leadership Social Finance Fellow. In her spare time, Deborah volunteers with a small Essex based broadcasting charity.

### **Alison Collins**

Alison is an Investment Manager for the North East Social Investment Fund at Northstar Venture Ltd.

Alison works closely with charities and social enterprises from across the North East, identifying opportunities to invest in sustainable, impactful organisations.

Alison is experienced in social investment having spent several years managing and creating investments across a range of funds aimed at the not for profit sector in England whilst at The Social Investment Business. Alison also has experience of delivering loan and grant funding for small to medium size start-up businesses in the North East and has experience of fundraising and corporate sponsorship within the not for profit sector. Having joined Northstar from Durham University where Alison worked closely with academic and professional support staff in business development and research impact and engagement roles, Alison has expertise in identifying and managing partnerships, developing collaborative research activities and associated funding bids and in undertaking impact tracking and reporting.

Alison is also a Trustee of Citizens Advice County Durham with a particular focus on supporting the Research and Campaigns arm of the organisation.

### **John O'Brien**

John operates a mixed portfolio. This includes acting as part time EMEA Managing Partner at ONE HUNDRED, Omnicom's ethical purpose consortium consisting of nine of Omnicom's leading global agencies. John is also a bestselling business author and recognized campaigner with over thirty years' experience leading initiatives covering over twenty countries.

John is a senior advisor to business, high net-worth individuals, charities and governments on the interface between business and society, related strategies and communication. During the last ten years he has played a leading role in developing much of the language and thinking around ethical, sustainable purpose in the UK. He is a sought-after speaker and commentator on the subject.

John's professional background is varied, starting with a few early years in banking followed by a decade as a British Army Infantry officer, serving in theatres around the world, retiring as a Captain in 1994. His training and operational experience in creating clarity from complex, often chaotic and dangerous situations, acted as a key grounding for his future career and brings wide experience to bear for clients

## Appendix II : Staff Biographies

As of April 2021

### **Shaks Ghosh - Chief Executive**

Shaks is Chief Executive of Clare Social Leadership. She has a track record of service in the social sector, and has wide experience of policy, housing, homelessness and youth unemployment issues. Her early career was in local government and housing associations and she has worked on projects for central Government, the private sector and the Indian NGO sector. Following 10 years as CEO of Crisis, she led the establishment of the Private Equity Foundation. She is passionate about social justice and is now focused on strengthening the voluntary sector.

### **Louise Drake - Managing Director of NDU**

Louise Drake joins us from [the RSA](#) where she supported Fellows to scale their positive social impact organisations and ideas. She also developed the [Community Business Leadership programme](#).

She has experience of building leadership capabilities across the private, public and social sector with an early career in Human Resource Management. She has worked to embed entrepreneurship and social innovation in higher education and is passionate about the power of innovative solutions via people and organisations to deliver social justice.

### **Wendy Leyland - Director of Operations**

Wendy is our Director of Operations and she has responsibility for the finance, IT, HR and Board governance support functions. She has an MBA in finance and international business from the NYU Stern School of Business.

Her passion for work in the charity sector began during her time living in Paris when she served as a Trustee for a well-known international women's association, AAWE. She also worked with the international NGO, FAWCO and also served as a Trustee for the women's charity, Dress for Success Greater London. Previous to that, Wendy worked in Washington, DC as a consultant with KPMG and in the Treasury department of AIG, Inc in New York City.

### **Angharad Irvine - Director of Leadership Programmes**

Angharad's experience spans both the private and social sector and ranges from the design, facilitation and project management of training curricula, to creating Learning Management Systems and blended learning solutions on a global scale. She oversees the effectiveness, sustainability and quality of Clare Social Leadership programmes, ensuring they adequately reflect and support the leadership needs of the social sector.

### **Nadia Alomar - Director of Marketing and External Relations**

Nadia's passion for building and developing communities within the social sector has driven her career in marketing and communications within healthcare, educational and youth non-profit organisations.

Nadia's former roles include Head of Marketing and Communications at UK Youth, Head of Digital and Communications at Brook Young People, and Director of Communications at the Cardiovascular and Interventional Radiological Society of Europe. She has also consulted for various businesses, such as a recruitment agency, digital marketing agency and music school.

**Carrie Cuno - Development Officer**

Carrie joins us from the US non-profit sector, where she gained experience working with trust and foundation donors, and is passionate about helping leaders realise their full potential.

Carrie holds an MA in the Social Anthropology of Development from SOAS University of London and an undergraduate degree in Arabic from the University of Edinburgh.

**Estelle Des Georges - Head Leadership Development Coach**

Estelle is a Personal Performance Coach, who developed her career in the United States, United Kingdom and Spain. She has an MBA from the University of Charlotte, North Carolina and a B.S. in Business and Marketing. Following a successful career transition, Estelle is now an established L&D professional with a passion for developing people's career in the third sector. She is a qualified coach, mentor and trainer, as well as CPD Accredited Provider, with 15 years of management experience, as well as experience in starting up three businesses in the course of her life.

**Pat Joseph - Leadership Development Coach**

Pat's career to date has spanned a number of roles including manager, external consultant, facilitator and coach across the voluntary, statutory and private sectors. She started her career in education as a secondary school teacher and then qualified as a social worker as she became increasingly concerned about the challenges young people faced.

Pat started her first consultancy business 17 years ago and ten years later she set up her second business which focused on training and development of front line practitioners and their managers. She has a Level 7 Diploma in Executive Coaching and Mentoring with the Institute of Leadership and Management and is also a member of the European Mentoring and Coaching Council.

**Iulia Schiopu - Marketing Coordinator**

Iulia works with supporting the organisation's marketing and communication activities. She has an academic background in Journalism and Media studies, which trained her in digital and traditional journalism techniques and contemporary media practices.

She has relevant experience in digital communication, content development, copywriting, and an interest in utilising the best marketing and communication tools to advance sustainable social change.

**Mark Skoll - Programmes Coordinator**

Mark joined after recently returning from Canada, having administered provincial healthcare distribution programmes in Ontario. He is passionate about the social sector's capacity to address issues related to mental health.

Mark coordinates our programmes and acts as the first point of contact for any programme related inquiries.

**Lydia Burman - Marketing and Communications Coordinator**

Lydia supports the organisation's marketing and communication activities. She runs the social media pages, writes content, and is the first point of contact.

Lydia is passionate about connecting people with the opportunities that they need to succeed. Before joining the team, she worked as a Project Developer with the Peace Corps in Mozambique.

**Louis Eastwell - National Engagement Lead**

Louis has a demonstrable background connecting and working with social leaders and individuals across the UK charity sector, specialising in recruiting and building teams of highly skilled and dedicated professionals into 'digital' associated positions.

Passionate about driving social change, Louis is leading the management and growth of Clare Social Leadership's Chapters.

**Justin Webb - Online Programme Facilitator**

Justin is the Online Programme Facilitator at Clare Social Leadership, helping to deliver the Discover Programme whilst implementing a scaling strategy to take Discover to the next level.

He has a background in programme management in the international development sector and is passionate about leadership and sustainable impact.

**Elsbeth Bell - Digital Product Tester**

Elsbeth is our Digital Product Tester. She oversees the testing process for our new courses to make sure they are up to the Clare Social standard.

She joined us from working at the University of Glasgow and is passionate about the social sector and expanding learning opportunities. She is always happy to hear feedback (positive or negative!) from our community.

**Youssef Beyhum - Financial & Operations Assistant**

Youssef joined us after completing his MSc in Occupational Psychology from Goldsmiths, University of London. His passion is to support others through personal growth and professional development.

As a previous Operations & Programme Management Assistant at the United Nations Development Programme's Regional Bureau for Arab States, Youssef's experience revolves around operational and logistical support in areas related to project management. His work with several NGOs and grassroots initiatives solidifies his drive for positive social change. His volunteering focused on normalising mental health by collaborating on awareness campaigns and providing pro-bono coaching and psychological first aid services to individuals in need.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

## Opinion

We have audited the financial statements of The Clore Social Leadership Programme ('the company' for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## 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 financial statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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 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 directors with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

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

We have nothing to report in this regard.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

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

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' 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 exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 9, 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 determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 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

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CLORE SOCIAL LEADERSHIP PROGRAMME

## 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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP.*

James Saunders (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

Date: 3 August 2021

## The Clore Social Leadership Programme

### Statement of financial activities (incorporating an income and expenditure account)

#### For the year ended 31 December 2020

|                                                | Note | Unrestricted<br>£ | Restricted<br>£ | 2020<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£  | 2019<br>Total<br>£ |
|------------------------------------------------|------|-------------------|-----------------|--------------------|-------------------|------------------|--------------------|
| <b>Income from:</b>                            |      |                   |                 |                    |                   |                  |                    |
| Donations and legacies                         | 2    | 161,565           | –               | <b>161,565</b>     | 96,250            | –                | 96,250             |
| Charitable activities                          | 4    |                   |                 |                    |                   |                  |                    |
| Emerging leader programmes                     |      | 28,450            | 392,727         | <b>421,177</b>     | 63,700            | 374,268          | 437,968            |
| Senior & experienced leader                    |      | –                 | 59,057          | <b>59,057</b>      | –                 | 112,181          | 112,181            |
| Digital and online programmes                  |      | 17,742            | 150,000         | <b>167,742</b>     | 16,220            | 150,000          | 166,220            |
| Place based programmes                         |      | –                 | 111,240         | <b>111,240</b>     | 18,325            | 153,009          | 171,334            |
| NDU and Other Innovations                      |      | –                 | 90,565          | <b>90,565</b>      | –                 | 204,109          | 204,109            |
| Other earned income                            |      | 72,331            | –               | <b>72,331</b>      | 17,735            | –                | 17,735             |
| Investments                                    |      | 2,810             | –               | <b>2,810</b>       | 4,210             | –                | 4,210              |
| <b>Total income</b>                            |      | <b>282,898</b>    | <b>803,589</b>  | <b>1,086,487</b>   | <b>216,440</b>    | <b>993,567</b>   | <b>1,210,007</b>   |
| <b>Expenditure on:</b>                         |      |                   |                 |                    |                   |                  |                    |
| Raising funds                                  | 5    | 35,524            | –               | <b>35,524</b>      | 28,705            | –                | 28,705             |
| Charitable activities                          | 5    |                   |                 |                    |                   |                  |                    |
| Fellowships                                    |      | –                 | –               | <b>–</b>           | –                 | 1,204            | 1,204              |
| Short courses & masterclasses                  |      | 12,610            | –               | <b>12,610</b>      | 3,042             | –                | 3,042              |
| Emerging leader programmes                     |      | 91,147            | 341,328         | <b>432,475</b>     | 76,216            | 413,635          | 489,851            |
| Senior & experienced leader                    |      | 17,334            | 85,306          | <b>102,640</b>     | 2,469             | 161,295          | 163,764            |
| Digital and online programmes                  |      | 85,219            | 152,867         | <b>238,086</b>     | 5,981             | 119,178          | 125,159            |
| Place based programmes                         |      | 854               | 4,985           | <b>5,839</b>       | 18,017            | 89,656           | 107,673            |
| NDU and Other Innovations                      |      | 14,409            | 141,382         | <b>155,791</b>     | 16,212            | 283,338          | 299,550            |
| <b>Total expenditure</b>                       | 5    | <b>257,097</b>    | <b>725,868</b>  | <b>982,965</b>     | <b>150,642</b>    | <b>1,068,306</b> | <b>1,218,948</b>   |
| <b>Net income / (expenditure) for the year</b> | 6    | <b>25,801</b>     | <b>77,721</b>   | <b>103,522</b>     | <b>65,798</b>     | <b>(74,739)</b>  | <b>(8,941)</b>     |
| Transfers between funds                        |      | (54,928)          | 54,928          | <b>–</b>           | (72,331)          | 72,331           | <b>–</b>           |
| <b>Net movement in funds</b>                   |      | <b>(29,127)</b>   | <b>132,649</b>  | <b>103,522</b>     | <b>(6,533)</b>    | <b>(2,408)</b>   | <b>(8,941)</b>     |
| <b>Reconciliation of funds:</b>                |      |                   |                 |                    |                   |                  |                    |
| Total funds brought forward                    |      | 791,826           | 230,170         | <b>1,021,996</b>   | 798,359           | 232,578          | 1,030,937          |
| <b>Total funds carried forward</b>             | 17   | <b>762,699</b>    | <b>362,819</b>  | <b>1,125,518</b>   | <b>791,826</b>    | <b>230,170</b>   | <b>1,021,996</b>   |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

The notes on pages 20 to 30 form part of these financial statements

# The Clore Social Leadership Programme

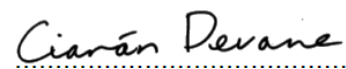
## Balance sheet

Company no. 07222275

As at 31 December 2020

|                                                | Note | £                | 2020<br>£        | £                | 2019<br>£        |
|------------------------------------------------|------|------------------|------------------|------------------|------------------|
| <b>Fixed assets:</b>                           |      |                  |                  |                  |                  |
| Tangible assets                                | 11   |                  | <b>4,044</b>     |                  | 7,526            |
|                                                |      |                  | <b>4,044</b>     |                  | 7,526            |
| <b>Current assets:</b>                         |      |                  |                  |                  |                  |
| Debtors                                        | 12   | 111,975          |                  | 78,214           |                  |
| Cash at bank and in hand                       |      | <b>1,186,327</b> |                  | <b>1,384,328</b> |                  |
|                                                |      | <b>1,298,302</b> |                  | <b>1,462,542</b> |                  |
| <b>Liabilities:</b>                            |      |                  |                  |                  |                  |
| Creditors: amounts falling due within one year | 13   | <b>176,828</b>   |                  | <b>448,072</b>   |                  |
| <b>Net current assets / (liabilities)</b>      |      |                  | <b>1,121,474</b> |                  | <b>1,014,470</b> |
| <b>Total net assets / (liabilities)</b>        | 16   |                  | <b>1,125,518</b> |                  | <b>1,021,996</b> |
| <b>The funds of the charity:</b>               | 17   |                  |                  |                  |                  |
| Restricted income funds                        |      |                  | <b>362,819</b>   |                  | 230,170          |
| Unrestricted income funds:                     |      |                  |                  |                  |                  |
| Designated funds                               |      | -                |                  | -                |                  |
| General funds                                  |      | <b>762,699</b>   |                  | <b>791,826</b>   |                  |
| Total unrestricted funds                       |      |                  | <b>762,699</b>   |                  | <b>791,826</b>   |
| <b>Total charity funds</b>                     |      |                  | <b>1,125,518</b> |                  | <b>1,021,996</b> |

Approved by the trustees on 21 July 2021 and signed on their behalf by

  
Trustee

The notes on pages 20 to 30 form part of these financial statements

# The Clore Social Leadership Programme

## Statement of cash flows

For the year ended 31 December 2020

|                                                              | Note    | 2020<br>£                                | 2019<br>£                                |                                 |
|--------------------------------------------------------------|---------|------------------------------------------|------------------------------------------|---------------------------------|
| <b>Net income / (expenditure) for the reporting period</b>   |         | <b>103,522</b>                           | <b>(8,941)</b>                           |                                 |
| Depreciation charges                                         |         | <b>5,195</b>                             | 4,531                                    |                                 |
| Dividends, interest and rent from investments                |         | <b>(2,810)</b>                           | (4,210)                                  |                                 |
| (Increase)/decrease in debtors                               |         | <b>(33,761)</b>                          | 44,702                                   |                                 |
| Increase/(decrease) in creditors                             |         | <b>(271,244)</b>                         | 185,302                                  |                                 |
| <b>Net cash from/(used in) operating activities</b>          |         | <b>(199,098)</b>                         | 221,384                                  |                                 |
| <b>Cash flows from investing activities:</b>                 |         |                                          |                                          |                                 |
| Dividends, interest and rents from investments               | 2,810   |                                          | 4,210                                    |                                 |
| Purchase of fixed assets                                     | (1,713) |                                          | (2,082)                                  |                                 |
| <b>Net cash provided by / (used in) investing activities</b> |         | <b>1,097</b>                             | <b>2,128</b>                             |                                 |
| <b>Change in cash and cash equivalents in the year</b>       |         | <b>(198,001)</b>                         | 223,512                                  |                                 |
| Cash and cash equivalents at the beginning of the year       |         | 1,384,328                                | 1,160,816                                |                                 |
| <b>Cash and cash equivalents at the end of the year</b>      |         | <b>1,186,327</b>                         | <b>1,384,328</b>                         |                                 |
| <b>Analysis of cash and cash equivalents</b>                 |         |                                          |                                          |                                 |
|                                                              |         | <b>At 31<br/>December<br/>2020<br/>£</b> | <b>At 31<br/>December<br/>2019<br/>£</b> |                                 |
| Cash in hand and at bank                                     |         | 1,186,327                                | 1,384,328                                |                                 |
| <b>Total cash and cash equivalents</b>                       |         | <b>1,186,327</b>                         | <b>1,384,328</b>                         |                                 |
| <b>Analysis of changes in net debt</b>                       |         |                                          |                                          |                                 |
|                                                              |         | <b>At Start of<br/>year<br/>£</b>        | <b>Cashflows<br/>£</b>                   | <b>At end of<br/>year<br/>£</b> |
| Cash in hand and at bank                                     |         | 1,384,328                                | (1,968,001)                              | 1,186,327                       |

# The Clore Social Leadership Programme

## Notes to the financial statements

### For the year ended 31 December 2020

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#### 1 Accounting policies

##### a) Company information

Clore Social Leadership Programme is a charitable company limited by guarantee registered in England with registration number 07222275. Its registered office address is CAN Mezzanine, 49–51 East Road, London N1 6AH.

##### b) Basis of preparation

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 (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

##### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

##### d) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Trust to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The Trustees have given due consideration to the impact of the Covid-19 pandemic, which has remained an issue in the period between the year end and the signing of the financial statements. The charity's income continues to be largely sheltered from the impact of Covid-19 due to several ongoing grants which have been delayed into the following year or which have been re-negotiated with the funder for newly designed programmes. The charity has also continued to benefit from the support of its core donors in the current global pandemic.

Having reviewed forecasts prepared by management and after making enquiries, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees are confident that the charity will continue to meet its obligations as they fall due and that there are no material uncertainties at the date of signing, and therefore continue to adopt the going concern basis in preparing the financial statements.

##### e) Income

Income, including from Government and other grants, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income for programmes spanning two or more accounting periods is allocated over the period to which it relates in order to more accurately recognise the performance conditions associated with this income. Income received in advance of delivery of a specified service is deferred until the criteria for income recognition is met.

##### f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or has received the service. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

# The Clore Social Leadership Programme

## Notes to the financial statements

### For the year ended 31 December 2020

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#### 1 Accounting policies (continued)

##### g) Interest receivable

Interest on funds held on deposit is included when receivable.

##### h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

##### i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of offering fellowships and delivering related services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

##### j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

|                                 |     |
|---------------------------------|-----|
| ● Fundraising                   | 5%  |
| ● Emerging leader programmes    | 39% |
| ● Senior & experienced leader   | 7%  |
| ● Digital and online programmes | 29% |
| ● Place based programmes        | 0%  |
| ● NDU and Other innovations     | 19% |

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Governance costs, which are considered a category of support costs, are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

##### k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer Equipment 3 years

**1 Accounting policies (continued)**

**l) Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Financial assets**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**Financial Liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**m) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**n) Pensions**

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accruals basis.

**o) Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**p) Significant accounting policies**

In the application of the company's accounting policies, the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2020

#### 2 Income from donations

|                                               | Unrestricted<br>£ | Restricted<br>£ | 2020 total<br>Total<br>£ | 2019<br>Total<br>£ |
|-----------------------------------------------|-------------------|-----------------|--------------------------|--------------------|
| Paul Hamlyn Foundation                        | 60,000            | –               | <b>60,000</b>            | 40,000             |
| Comic Relief                                  | 32,000            | –               | <b>32,000</b>            | –                  |
| Individual donations                          | 25,000            | –               | <b>25,000</b>            | 25,000             |
| Gift aid claim                                | 25,000            | –               | <b>25,000</b>            | 31,250             |
| Furlough and other small grants and donations | 19,565            | –               | <b>19,565</b>            | –                  |
|                                               | <b>161,565</b>    | <b>–</b>        | <b>161,565</b>           | <b>96,250</b>      |

All income in 2019 was unrestricted

#### 4 Income from charitable activities

|                                         | Unrestricted<br>£ | Restricted<br>£ | 2020<br>Total<br>£ | 2019<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|--------------------|--------------------|
| Emerging leader programmes              | 28,450            | 392,727         | <b>421,177</b>     | 437,968            |
| Senior & experienced leader             | –                 | 59,057          | <b>59,057</b>      | 112,181            |
| Digital and online programmes           | 17,742            | 150,000         | <b>167,742</b>     | 166,220            |
| Place based programmes                  | –                 | 111,240         | <b>111,240</b>     | 171,334            |
| NDU and Other Innovations               | –                 | 90,565          | <b>90,565</b>      | 204,109            |
| Other earned income                     | 72,331            | –               | <b>72,331</b>      | 17,735             |
| Total income                            | <b>118,523</b>    | <b>803,589</b>  | <b>922,112</b>     | <b>1,109,547</b>   |
| Total income from charitable activities | <b>118,523</b>    | <b>803,589</b>  | <b>922,112</b>     | <b>1,109,547</b>   |

Income in 2019 comprised of unrestricted income of £115,980 and restricted income of £993,567

The Clore Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2020

5 Analysis of expenditure

|                                    | Cost of raising funds<br>£ | Fellowships<br>£ | Short courses & masterclasses<br>£ | Emerging leader programmes<br>£ | Senior & experienced leader<br>£ | Digital and online programmes<br>£ | Place based programmes<br>£ | NDU and Other innovations<br>£ | Governance costs<br>£ | Support costs<br>£ | 2020 Total<br>£ | 2019 Total<br>£  |
|------------------------------------|----------------------------|------------------|------------------------------------|---------------------------------|----------------------------------|------------------------------------|-----------------------------|--------------------------------|-----------------------|--------------------|-----------------|------------------|
| Staff costs (Note 8)               | 19,505                     |                  | 2,973                              | 158,435                         | 30,503                           | 120,380                            | -                           | 79,578                         | -                     | 129,447            | 540,821         | 565,503          |
| Programme development              | -                          | -                | -                                  | -                               | -                                | 29,705                             | -                           | -                              | -                     | -                  | 29,705          | 15,601           |
| Residential costs                  | -                          | -                | -                                  | 32,200                          | 6,142                            | -                                  | 855                         | -                              | -                     | -                  | 39,197          | 211,317          |
| Central tuition                    | -                          | -                | -                                  | 119,674                         | 32,510                           | -                                  | 4,924                       | -                              | -                     | -                  | 157,108         | 145,310          |
| Marketing, website and database    | 5,513                      | -                | -                                  | 855                             | -                                | 12,572                             | -                           | -                              | -                     | -                  | 18,940          | 38,710           |
| Other programme delivery costs     | -                          | -                | 7,407                              | 30,217                          | 15,011                           | 6,459                              | 60                          | -                              | -                     | -                  | 59,154          | 54,976           |
| Evaluation                         | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | -                     | -                  | -               | 11,979           |
| Individual tuition                 | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | -                     | -                  | -               | 1,204            |
| Bad debts                          | -                          | -                | -                                  | 750                             | 1,140                            | 50                                 | -                           | -                              | -                     | -                  | 1,940           | -                |
| Grant repayment                    | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | -                     | -                  | -               | -                |
| Leadership Chapters & Campaigns    | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | 4,112                          | -                     | -                  | 4,112           | 17,716           |
| Research & engagement              | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | 26,879                         | -                     | -                  | 26,879          | 39,528           |
| Project management consultants     | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | -                     | -                  | -               | -                |
| Events and meetings                | -                          | -                | 541                                | -                               | -                                | -                                  | -                           | -                              | -                     | -                  | -               | -                |
| Office costs                       | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | -                     | 1,883              | 2,424           | 1,125            |
| Legal & professional               | -                          | -                | -                                  | -                               | -                                | 511                                | -                           | -                              | -                     | 15,482             | 15,993          | 21,986           |
| Staff travel and other staff costs | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | 11,280                | 14,606             | 25,886          | 28,627           |
| Trustee recruitment and meetings   | -                          | -                | -                                  | 309                             | -                                | -                                  | -                           | -                              | -                     | 18,256             | 18,565          | 20,199           |
| Rent and events space donated      | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | 337                   | -                  | 337             | 1,213            |
| services                           | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | -                     | -                  | -               | -                |
| Rent and utilities                 | -                          | -                | -                                  | -                               | -                                | -                                  | -                           | -                              | -                     | 36,709             | 36,709          | 33,906           |
| Depreciation                       | -                          | -                | -                                  | -                               | -                                | 0                                  | -                           | -                              | -                     | 5,195              | 5,195           | 4,531            |
|                                    | 25,018                     | -                | 10,921                             | 342,440                         | 85,306                           | 169,677                            | 5,839                       | 110,569                        | 11,617                | 221,578            | 982,965         | 1,213,431        |
| Support costs                      | 10,506                     | -                | 1,601                              | 85,338                          | 16,430                           | 64,840                             | -                           | 42,863                         | -                     | (221,578)          | -               | -                |
| Governance costs                   | -                          | -                | 88                                 | 4,697                           | 904                              | 3,569                              | -                           | 2,359                          | (11,617)              | -                  | -               | -                |
| <b>Total expenditure 2020</b>      | <b>35,524</b>              | <b>-</b>         | <b>12,610</b>                      | <b>432,475</b>                  | <b>102,640</b>                   | <b>238,086</b>                     | <b>5,839</b>                | <b>155,791</b>                 | <b>-</b>              | <b>-</b>           | <b>982,965</b>  | <b>1,213,431</b> |
| Total expenditure 2019             | 28,705                     | 1,204            | 3,042                              | 489,850                         | 163,764                          | 125,159                            | 107,673                     | 299,550                        | -                     | -                  | 1,213,431       |                  |

Of the total expenditure, £257,097 was unrestricted (2019: £149,642) and £725,868 was restricted (2019: £1,063,789).

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2020

#### 6 Net incoming resources for the year

This is stated after charging / crediting:

|                                         | 2020<br>£ | 2019<br>£ |
|-----------------------------------------|-----------|-----------|
| Depreciation                            | 5,195     | 4,531     |
| Auditors' remuneration (excluding VAT): |           |           |
| Audit                                   | 11,280    | 10,890    |
| Trustees' expenses                      | 337       | 1,213     |

#### 7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

|                                                                 | 2020<br>£      | 2019<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 477,044        | 497,109        |
| Social security costs                                           | 44,847         | 51,453         |
| Employer's contribution to defined contribution pension schemes | 18,930         | 16,941         |
|                                                                 | <b>540,821</b> | <b>565,503</b> |

No employee received emoluments of more than £60,000 during the year (2019 - 1). The following number of employees received employee benefits (excluding employer pension costs) in the prior year in bandings of costs greater than £60,000:

|                   | 2020<br>No. | 2019<br>No. |
|-------------------|-------------|-------------|
| £90,000 – £99,999 | –           | 1           |

The total employee benefits including pension contributions of the key management personnel, made up of the Chief Executive Officer, the Director of Operations, the Director of Leadership Programmes, the Director of Marketing and External Relations, the Director of NDU, and the Director of Engagement, were £245,090 (2019:£279,187).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

During the year, one trustee was reimbursed travel expenses of £337 (2019: ni).

## The Clore Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2020

#### 8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

|                               | 2020<br>No. | 2019<br>No. |
|-------------------------------|-------------|-------------|
| Cost of raising funds         | 0.4         | 0.9         |
| Emerging leader programmes    | 3.8         | 6.0         |
| Senior & experienced leader   | 0.7         | 1.0         |
| Digital and online programmes | 2.8         | 1.8         |
| Place based programmes        | –           | 1.5         |
| NDU and Other innovations     | 1.8         | 4.9         |
| Governance and support        | 3.0         | 0.9         |
|                               | <b>12.6</b> | <b>17.0</b> |

The average weekly number of employees (full-time equivalent) during the period was as follows:

|                               | 2020<br>No. | 2019<br>No. |
|-------------------------------|-------------|-------------|
| Cost of raising funds         | 0.4         | 0.6         |
| Emerging leader programmes    | 3.6         | 4.0         |
| Senior & experienced leader   | 0.7         | 0.7         |
| Digital and online programmes | 2.6         | 1.2         |
| Place based programmes        | –           | 1.0         |
| NDU and Other Innovations     | 1.7         | 3.3         |
| Governance and support        | 2.8         | 0.6         |
|                               | <b>11.8</b> | <b>11.4</b> |

#### 9 Related party transactions

The Clore Duffield Foundation provided grant funding in support of Digital and online programme, as disclosed in the financial statements and notes.

In addition, Arabella Duffield, Trustee, is the daughter of Dame Vivien Duffield who is the Chair of the Clore Duffield Foundation and a Founding Member of the Clore Social Leadership Programme. On the 4th of February, Arabella stepped down as a trustee having reached the end of term as trustee.

During the year, two trustees donated a total of £100,000 toward two programmes run by the Charity all of which was restricted. There are no other donations from related parties which are outside the normal course of business.

There are no other related party transactions to disclose for 2020 (2019: none).

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2020

#### 10 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

#### 11 Tangible fixed assets

|                          | Computer<br>equipment<br>£ | Total<br>£    |
|--------------------------|----------------------------|---------------|
| <b>Cost</b>              |                            |               |
| At the start of the year | 19,812                     | <b>19,812</b> |
| Additions in year        | 1,713                      | <b>1,713</b>  |
|                          | <hr/>                      | <hr/>         |
| At the end of the year   | 21,525                     | <b>21,525</b> |
|                          | <hr/>                      | <hr/>         |
| <b>Depreciation</b>      |                            |               |
| At the start of the year | 12,286                     | <b>12,286</b> |
| Charge for the year      | 5,195                      | <b>5,195</b>  |
|                          | <hr/>                      | <hr/>         |
| At the end of the year   | 17,481                     | <b>17,481</b> |
|                          | <hr/>                      | <hr/>         |
| <b>Net book value</b>    |                            |               |
| At the end of the year   | 4,044                      | <b>4,044</b>  |
|                          | <hr/>                      | <hr/>         |
| At the start of the year | 7,526                      | 7,526         |
|                          | <hr/>                      | <hr/>         |

All of the above assets are used for charitable purposes.

#### 12 Debtors

|                                | 2020<br>£      | 2019<br>£ |
|--------------------------------|----------------|-----------|
| Grant debtors                  | <b>40,000</b>  | 10,000    |
| Other debtors                  | <b>46,975</b>  | 55,286    |
| Prepayments and accrued income | <b>25,000</b>  | 12,928    |
|                                | <hr/>          | <hr/>     |
|                                | <b>111,975</b> | 78,214    |
|                                | <hr/>          | <hr/>     |

#### 13 Creditors: amounts falling due within one year

|                              | 2020<br>£      | 2019<br>£ |
|------------------------------|----------------|-----------|
| Trade creditors              | <b>63,150</b>  | 68,875    |
| Taxation and social security | <b>15,962</b>  | 17,045    |
| Other creditors              | <b>4,990</b>   | 3,555     |
| Accruals                     | <b>25,726</b>  | 10,000    |
| Deferred income (note 14)    | <b>67,000</b>  | 348,597   |
|                              | <hr/>          | <hr/>     |
|                              | <b>176,828</b> | 448,072   |
|                              | <hr/>          | <hr/>     |

## The Clore Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2020

#### 14 Deferred income

Deferred income comprises income received during the year for future years.

|                                       | 2020<br>£ | 2019<br>£ |
|---------------------------------------|-----------|-----------|
| Balance at the beginning of the year  | 348,597   | 192,801   |
| Amount released to income in the year | (348,597) | (192,801) |
| Amount deferred in the year           | 67,000    | 348,597   |
| Balance at the end of the year        | 67,000    | 348,597   |

The above balance is comprised of the following programmes:

|                                | 2020<br>£ | 2019<br>£ |
|--------------------------------|-----------|-----------|
| Digital and online programmes  | –         | 240       |
| Senior & experienced leader    | –         | 38,412    |
| Emerging leader programmes     | 67,000    | 264,662   |
| NDU and Other Innovations      | –         | 45,283    |
| Balance at the end of the year | 67,000    | 348,597   |

#### 15 Financial Instruments

|                                                 | 2020<br>£ | 2019<br>£ |
|-------------------------------------------------|-----------|-----------|
| <b>Carrying amount of financial assets</b>      |           |           |
| Debt instruments measured at amortised cost     | 86,975    | 65,286    |
| <b>Carrying amount of financial liabilities</b> |           |           |
| Measured at amortised cost                      | 93,866    | 82,430    |

#### 16 Analysis of net assets between funds

|                                          | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2020<br>£ |
|------------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets                    | 4,044                        | –               | –               | 4,044                    |
| Net current assets                       | 758,655                      | –               | 362,819         | 1,121,474                |
| <b>Net assets at the end of the year</b> | <b>762,699</b>               | <b>–</b>        | <b>362,819</b>  | <b>1,125,518</b>         |

|                                            | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>2019<br>£ |
|--------------------------------------------|------------------------------|-----------------|-----------------|--------------------------|
| Tangible fixed assets                      | 7,526                        | –               | –               | 7,526                    |
| Net current assets                         | 784,300                      | –               | 230,170         | 1,014,470                |
| <b>Net assets at the start of the year</b> | <b>791,826</b>               | <b>–</b>        | <b>230,170</b>  | <b>1,021,996</b>         |

# The Clore Social Leadership Programme

## Notes to the financial statements

For the year ended 31 December 2020

### 17 Movements in funds

|                                 | At 1<br>January<br>2020<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£  | At 31<br>December<br>2020<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|-----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                 |                                |
| 2015 Fellowships                | 4,926                        | –                                     | –                                      | –               | <b>4,926</b>                   |
| 2016 Fellowships                | 7,469                        | –                                     | –                                      | –               | <b>7,469</b>                   |
| Emerging leader programmes      | 41,317                       | 392,727                               | (341,328)                              | 99,515          | <b>192,231</b>                 |
| Senior & experienced leader     | 48,081                       | 59,057                                | (85,306)                               | 25,413          | <b>47,245</b>                  |
| Digital and online programmes   | 7,560                        | 150,000                               | (152,867)                              | –               | <b>4,693</b>                   |
| Place based programmes          | 70,000                       | 111,240                               | (4,985)                                | (70,000)        | <b>106,255</b>                 |
| NDU and Other Innovations       | 50,817                       | 90,565                                | (141,382)                              | –               | <b>–</b>                       |
| <b>Total restricted funds</b>   | <b>230,170</b>               | <b>803,589</b>                        | <b>(725,868)</b>                       | <b>54,928</b>   | <b>362,819</b>                 |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                 |                                |
| <b>General funds</b>            | <b>791,826</b>               | <b>282,898</b>                        | <b>(257,097)</b>                       | <b>(54,928)</b> | <b>762,699</b>                 |
| <b>Total unrestricted funds</b> | <b>791,826</b>               | <b>282,898</b>                        | <b>(257,097)</b>                       | <b>(54,928)</b> | <b>762,699</b>                 |
| <b>Total funds</b>              | <b>1,021,996</b>             | <b>1,086,487</b>                      | <b>(982,965)</b>                       | <b>–</b>        | <b>1,125,518</b>               |

### 17 Movements in funds

|                                 | At 1<br>January<br>2019<br>£ | Incoming<br>resources &<br>gains<br>£ | Outgoing<br>resources &<br>losses<br>£ | Transfers<br>£  | At 31<br>December<br>2019<br>£ |
|---------------------------------|------------------------------|---------------------------------------|----------------------------------------|-----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                                       |                                        |                 |                                |
| 2015 Fellowships                | 9,942                        | –                                     | –                                      | (5,016)         | <b>4,926</b>                   |
| 2016 Fellowships                | 13,818                       | –                                     | –                                      | (6,349)         | <b>7,469</b>                   |
| 2017 Fellowships                | 3,945                        | –                                     | (1,204)                                | (2,741)         | <b>–</b>                       |
| Short course                    | 6,009                        | –                                     | –                                      | (6,009)         | <b>–</b>                       |
| Emerging leader programmes      | 66,169                       | 374,268                               | (413,635)                              | 14,515          | <b>41,317</b>                  |
| Senior & experienced leader     | 93,831                       | 112,181                               | (161,295)                              | 3,364           | <b>48,081</b>                  |
| Digital and online programmes   | 12,833                       | 150,000                               | (119,178)                              | (36,095)        | <b>7,560</b>                   |
| Place based programmes          | 13,926                       | 153,009                               | (89,656)                               | (7,279)         | <b>70,000</b>                  |
| NDU and Other Innovations       | 12,105                       | 204,109                               | (283,338)                              | 117,941         | <b>50,817</b>                  |
| <b>Total restricted funds</b>   | <b>232,578</b>               | <b>993,567</b>                        | <b>(1,068,306)</b>                     | <b>72,331</b>   | <b>230,170</b>                 |
| <b>Unrestricted funds:</b>      |                              |                                       |                                        |                 |                                |
| <b>General funds</b>            | <b>798,359</b>               | <b>216,440</b>                        | <b>(150,642)</b>                       | <b>(72,331)</b> | <b>791,826</b>                 |
| <b>Total unrestricted funds</b> | <b>798,359</b>               | <b>216,440</b>                        | <b>(150,642)</b>                       | <b>(72,331)</b> | <b>791,826</b>                 |
| <b>Total funds</b>              | <b>1,030,937</b>             | <b>1,210,007</b>                      | <b>(1,218,948)</b>                     | <b>–</b>        | <b>1,021,996</b>               |

## **The Clore Social Leadership Programme**

### **Notes to the financial statements**

**For the year ended 31 December 2020**

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#### **17 Movements in funds (continued)**

Transfers include:

Overspent restricted grants transferred from general funds

Transfers between projects agreed with funders

#### **18 Purposes of restricted funds**

Fellowship funds were used to provide funding for specific individual (Specialist) Fellowships. Due to the nature of the specialist fellowship funding, we continue to carry small residual balances at year end (2015 & 2016) as we have been unable to recruit participants within these specialist areas onto our new programmes. We have received permission from these funders to repurpose these amounts as soon as it is possible.

Short course funds were used for our flagship 4-week online Discover course.

Emerging Leader Programme funds were a combination of those started at the end of 2019 as well as 5 programmes during 2020. Balances at year end will be spent on the continuation of one programme into 2021.

Senior & Experienced leader funds were used for several programmes reaching high-level leaders in the sector. Balances at year end will be carried forward for the completion of the programmes during 2021.

Digital and online programmes balances at year end will be carried forward for continued work on these programmes and projects.

Place-based programme funds will be used for a series of leadership development programmes in the Wales social sector.

NDU and Other Innovations funds will be carried forward for continued work in 2021 under the new brand called SharedPurpose.