

# **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 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 Tina Alexandrou Mark Fisher CBE Nicola Kidston John O'Brien MBE Vyla Rollins Deborah Smart		
<b>Management Team</b>	Nadia Alomar	Chief Executive (appointed July 2022), Director of Development (to July 2022)	
	Angharad Irvine	Director of Leadership Programmes	
	Stephen Pugsley	Director of Finance and Resources (appointed March 2022)	
	Jenny Munday	Director of Development (appointed February 2023)	
	Emmet Giltrap	Director of Marketing and Communications (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 P.O. Box 250 Delf House Skelmersdale WN8 6WT	HSBC BANK PLC 1 <sup>st</sup> Floor, North London Business Banking Centre 1 Old Street London EC1V 9HL	
<b>Solicitors</b>	Kings & Wood Mallesons LLP 10 Queen Street Place London		
<b>Auditors</b>	Moore Kingston Smith LLP Chartered Accountants 9 Appold Street 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

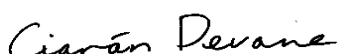
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### 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

		Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
	Note						
<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 £	£	2021 £
<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 £	2021 £	
<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 December 2022 £</b>	<b>At 31 December 2021 £</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 year £</b>	<b>Cashflows £</b>	<b>At end of year £</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
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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.

## 2 Income from donations

	Unrestricted £	Restricted £	2022 total Total £	2021 Total £
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 £	Restricted £	2022 Total £	2021 Total £
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 raising funds £	Short courses & masterclasses £	Emerging leader programmes £	Senior & experienced leader £	Digital and online programmes £	Place based programmes £	Governance costs £	Support costs £	2022 Total £	2021 £	Total £
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:

	2022 £	2021 £
Depreciation	2,158	3,591
Auditors' remuneration (excluding VAT)		
Audit	14,130	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:

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

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

	2022 No.	2021 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 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 equipment £	Total £
<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 £	2021 £
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 £	2021 £
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 £	2021 £
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 £	2021 £
<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 unrestricted £	Designated £	Restricted £	Total funds 2022 £
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 unrestricted £	Designated £	Restricted £	Total funds 2021 £
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 January 2022 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 December 2022 £
<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 January 2021 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 December 2021 £
<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.