



Clare Social Leadership Programme

# Report and Financial Statements

For the year ended 31 December 2023

# Trustee Report

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

# Letter from our chair

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


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

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

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

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

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



Sir Ciarán Devane  
Chair of Board of Trustees







## Trustees' Report

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

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

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

## Background

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

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

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

## Objectives and activities

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

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

## Purpose and aims

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

### *Skills and development programmes*

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

### *Sustainability*

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

### *Sectoral collaboration*

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

### *Learning and dissemination*

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

### **Public benefit**

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

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

### **Trustees**

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

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

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

## **Staff**

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

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

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

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

## **Activities in 2023**

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

## **Audiences**

We supported 680 leaders through our learning activities in 2023.

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

## Programmes and courses

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

### Skills and development for individuals

#### Short courses

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

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

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

“

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

Stepping Into Management participant

”

“

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

Discover participant

”

“

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

Discover Feminist Leader participant

”

“

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

Discover Feminist Leader participant

”



## Guided programmes

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

### *Management Essentials*

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

Key programme impacts:

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

“

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

Management Essentials participant

”

“

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

Management Essentials participant

”

“

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

Management Essentials participant

”

## Emerging Leader

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

Key programme impacts:

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

“

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

Emerging Leader participant

”

“

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

Emerging Leader participant

”

“

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

Emerging Leader participant

”

## Experienced Leader

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

Key programme impacts:

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

“

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

Experienced Leader participant

”

“

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

Experienced Leader participant

”

“

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

Experienced Leader participant

”

# Learning and Development for Organisations

A selection of our work within social sector organisations:

## *British Council*

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

Key programme impacts:

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

“

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

Participant from Pakistan

”

“

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

Participant from Bangladesh

”

“

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

Participant from Nepal

”



### ***Clare Leadership***

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

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

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

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

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

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

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

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

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

“

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

Oxfordshire Emerging Leader participant

“

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

Oxfordshire Voluntary and Community Leader participant

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

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

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

### *Institute of Chartered Foresters*

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

“

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

”

“

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

”

“

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

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### *Rise Up*

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

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



### *Digital platforms and systems*

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

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

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

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

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

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

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

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

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

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

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

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



## Financial review

### Income

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

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

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

Trustees wish to thank all of our funders in 2023:

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

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

### Expenditure

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

### Movement of funds

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

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

## Reserves

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

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

## Structure, governance and management

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

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

## Major risks and uncertainties

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

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

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

These risks have been mitigated through the following actions:

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

## Plan for 2024

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

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

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

## Statement of trustee responsibilities

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

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

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

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

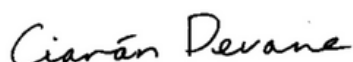
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### Auditors

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

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

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



Sir Ciarán Devane - Chair, Board of Trustees



## Appendix I: Trustee Biographies

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

### **Sir Ciarán Devane (Chair)**

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

### **Patrick Stevens**

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

### **Nicola Kidston**

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

### **Vyla L. Rollins**

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

### **Annabel Gillard**

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

### **Jonathan Hopkins**

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

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

### **Gabby Jahanshahi-Edlin**

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

### **Lisa McGinnes**

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

### **Mila Lukic**

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

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

### **Tina Alexandrou**

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

### **Mark Fisher CBE FRSA**

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

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

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

### **Deborah Smart**

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



## Appendix II: Senior Leadership Team Biographies

As of June 2024

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

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

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

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

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

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

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

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

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

## Opinion

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

In our opinion the financial statements:

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

## Basis of opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

## **Other information**

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

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

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

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

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

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

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

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

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

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

## **Responsibilities of Trustees**

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

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

## **Auditor's responsibilities for the audit of the financial statements**

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

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

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

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

### Use of the audit report

This report is made solely to the charitable company's member in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's member for our audit work, for this report or for the opinions we have formed.



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

..20th June 2024



# Statement of Financial Activities 2023

## The Clare Social Leadership Programme

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

#### For the year ended 31 December 2023

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

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

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

**The Clare Social Leadership Programme**

Company no. 07222275

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

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

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

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

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

The Clare Social Leadership Programme

Statement of cash flows

For the year ended 31 December 2023

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

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

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#### 1 Accounting policies

##### a) Company information

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

##### b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Update Bulletin 2, and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

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

##### c) Public benefit entity

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

##### d) Going concern

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

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

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

##### e) Income

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

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

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

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

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

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

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#### 1 Accounting policies (continued)

##### g) Interest receivable

Interest on funds held on deposit is included when receivable.

##### h) Fund accounting

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

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

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

##### i) Expenditure and irrecoverable VAT

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

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

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

##### j) Allocation of support costs

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

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

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

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

##### k) Tangible fixed assets

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

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

Computer Equipment	3 years
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## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

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#### 1 Accounting policies (continued)

##### l) Financial Instruments

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

##### Financial assets

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

##### Financial liabilities

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

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

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

##### n) Pensions

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

##### o) Employee benefits

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

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

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

##### p) Significant accounting policies

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

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

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



## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

#### 2 Income from donations

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

All income in 2022 was unrestricted

#### 3 Income from charitable activities

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

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

## The Clare Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2023

#### 4 Analysis of expenditure

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

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

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 5 Net incoming resources for the year

This is stated after charging / crediting:

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

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

Staff costs were as follows:

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

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

	2023 No.	2022 No.
£60,000 - £69,999	-	1
£70,000 - £79,999	1	-

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

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

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

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 7 Staff numbers

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

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

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

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

#### 8 Related party transactions

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

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 9 Taxation

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

#### 10 Tangible fixed assets

	Computer 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	23,232	<b>23,232</b>
Charge for the year	1,495	<b>1,495</b>
	<hr/>	<hr/>
At the end of the year	24,727	<b>24,727</b>
	<hr/>	<hr/>
<b>Net book value</b>		
<b>At the end of the year</b>	-	-
	<hr/>	<hr/>
At the start of the year	1,495	1,495
	<hr/>	<hr/>

All of the above assets are used for charitable purposes.

#### 11 Debtors

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

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

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

## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 13 Deferred income

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

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

#### 14 Financial Instruments

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

#### 15 Analysis of net assets between funds

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

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



## The Clare Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2023

#### 16 Movements in funds

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

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

Transfers include:

Overspent restricted grants transferred from general funds.

Transfers between projects agreed with funders.

#### 17 Purposes of restricted funds

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

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