



Clare Social Leadership Programme

Report and Financial Statements

For the year ended 31 December 2024

Trustee Report

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

Letter from our Chair

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

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

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

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



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

Vyla L. Rollins
Chair of Board of Trustees



Trustees' Report

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

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

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

Background

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

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

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

Objectives and activities

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

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

Purpose and aims

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

Skills and development programmes

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

Sustainability

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

Sectoral collaboration

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

Learning and dissemination

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

Public benefit

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

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

Trustees

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

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

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

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

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

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

Staff

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

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

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

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

Activities in 2024

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

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

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

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

Audiences

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

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

Programmes and courses

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

Skills and development for individuals

Short courses

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

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

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

“

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

Management Fundamentals participant

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

Action Learning participant

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

Coaching Skills For Leaders participant

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Guided programmes

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

Emerging Leader

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

Key programme impacts:

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

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

Emerging Leader participant

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

Emerging Leader participant

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

Emerging Leader participant

Experienced Leader

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

Key programme impacts:

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

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

Experienced Leader participant

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

Experienced Leader participant

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

Experienced Leader participant

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Learning and Development for Organisations

A selection of our work within social sector organisations:

British Council

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

Key programme impacts:

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

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

Leadership for Gender Equality participant

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“

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

Leadership for Gender Equality participant

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“

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

Leadership for Gender Equality participant

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Clare Leadership

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

National Youth Agency

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

Missing People

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

Rank Foundation - School Leadership Award

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

Coaching

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

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

Skills and development for communities of place

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

Social Leaders Oxfordshire

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

Key programme outcomes:

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

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

Oxfordshire Voluntary and Community Leader participant

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

Oxfordshire Voluntary and Community Leader participant

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

Oxfordshire, Emerging Leader participant

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

Oxfordshire, Emerging Leader participant

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

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

“

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

“

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

Social Leaders Cymru

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

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

Social Leaders Cymru, Emerging Leader participant

“

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

Social Leaders Cymru, Emerging Leader participant

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“

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

Social Leaders Cymru, Emerging Leader participant

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Social Leaders North East

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

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

Social Leaders North East, participant

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Skills and development for communities of practice

Institute of Chartered Foresters

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

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

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

Year 1 participant

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“

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

Year 1 participant

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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 fourth year running. Aimed at frontline youth practitioners, our involvement included general consultancy and programme design support as well as delivering leadership development workshops, Action Learning and coaching to 32 participants from the September 2024 intake. Delivery continues into 2025.

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



Digital platforms and systems

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

Achievements and performance - Key Performance Indicators (KPIs)

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

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

1. Number of leaders reached

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

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

2. Diversity of leaders reached

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

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

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

3. Programme Impact

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

End of programme analysis of our Fellows indicates that:

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

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

Financial Review

Income

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

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

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

Trustees wish to thank all of our funders in 2024:

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

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

Expenditure

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

Movement of funds

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

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

Reserves

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

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

Structure, governance and management

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

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

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

Major risks and uncertainties

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

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

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

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

Plan for 2025

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

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

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

Statement of trustee responsibilities

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

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

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

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

In so far as the trustees are aware:

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

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

Auditors

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

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

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



Vyla L. Rollins - Chair of Board of Trustees

Appendix I: Trustee Biographies

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

Vyla L. Rollins, Chair

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

Annabel Gillard

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

Jonathan Hopkins

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

Gabby Jahanshahi-Edlin

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

Nicola Kidston

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

Mila Lukic OBE

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

Marcel Mballa-Ekobena

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

Simon Miller

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

Clive Sparrow

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

Trustees who stepped down during 2024

Sir Ciarán Devane (Chair)

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

Patrick Stevens

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

Lisa McGinnes

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

Appendix II: Senior Leadership Team Biographies

As of June 2025

Nadia Alomar - Chief Executive

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

Stephen Pugsley - Director of Finance and Resources

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

Jenny Munday - Director of Development

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

Amit Chadda - Director Programmes

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

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

Opinion

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

In our opinion the financial statements:

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

Basis of opinion

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

Conclusions relating to going concern

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

Other information

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

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

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

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. 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

30th June 2025

Statement of Financial Activities 2024

The Clare Social Leadership Programme

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

For the year ended 31 December 2024

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

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

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

The Clare Social Leadership Programme

Company no. 07222275

Balance sheet

As at 31 December 2024

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

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



Vyla L. Rollins - Chair of Board of Trustees

30th June 2025

The Clare Social Leadership Programme

Statement of cash flows

For the year ended 31 December 2024

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

1 Accounting policies

a) Company information

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

b) Basis of preparation

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

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

c) Public benefit entity

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

d) Going concern

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

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

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

e) Income

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

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

f) Donations of gifts, services and facilities

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

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

1 Accounting policies (continued)

g) Interest receivable

Interest on funds held on deposit is included when receivable.

h) Fund accounting

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

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

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

i) Expenditure and irrecoverable VAT

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

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

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

j) Allocation of support costs

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

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

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

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

k) Tangible fixed assets

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

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

<input type="checkbox"/> Computer Equipment	3 years
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The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

1 Accounting policies (continued)

l) Financial Instruments

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

Financial assets

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

Financial Liabilities

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

m) Cash at bank and in hand

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

n) Pensions

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

o) Employee benefits

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

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

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

p) Significant accounting policies

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

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

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

2 Income from donations

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

All income in 2024 was unrestricted

3 Income from charitable activities

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

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

4 Analysis of expenditure

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

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

5 Net incoming resources for the year

This is stated after charging / crediting:

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

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

Staff costs were as follows:

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

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

	2024 No.	2023 No.
£60,000 - £69,999	-	-
£70,000 - £79,999	1	1

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

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

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

7 Staff numbers

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

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

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

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

8 Related party transactions

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

9 Taxation

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

10 Tangible fixed assets

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

11 Debtors

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

12 Creditors: amounts falling due within one year

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

13 Deferred income

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

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

14 Financial Instruments

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

15 Analysis of net assets between funds

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

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

The Clare Social Leadership Programme

Notes to the financial statements

For the year ended 31 December 2024

16 Movements in funds

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

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

17 Purposes of restricted funds

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

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