

# ANNUAL REPORT 2024/25

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# A NOTE FROM OUR CHAIR

I am pleased to introduce The Elischer Foundation's Annual Report for the year ended 31 March 2025. It has been a year of **strong delivery, meaningful learning** and, importantly, **greater strategic clarity** as we completed our Strategic Plan for 2025–29.



This report reflects what we exist to do: invest in talented fundraising professionals at pivotal moments in their careers, providing the space, support and challenge that enables confident, values-led leadership to grow. From September 2024, Trustees and staff undertook a strategic review, and by year end we had agreed a clear plan for where the Foundation is heading and how we will get there.

During 2024/25, our mentoring programme continued to deliver impact. Seventeen mentees completed the year, supported by volunteer mentors who gave more than 200 hours of their time and expertise. Feedback from the cohort was exceptionally strong, with 100 per cent of mentees saying they would recommend the programme. Demand for the programme also continues to grow, with 83 applications received from around the world for 2025/26. The strength of this field means that next year we will run two cohorts, enabling us to support more exceptional leaders while maintaining the quality and integrity of the experience.

We also listened carefully to feedback and adapted the programme in response. Moving from quarterly gatherings to monthly Coffeehouse sessions strengthened connection across the cohort, helping mentees feel less isolated and more part of a supportive peer community.

Our Strategic Plan for 2025–29 is built around four goals: Nurturing Leaders, Co-creating Community, Insights and Inspiration, and Future Proofing. It commits us to delivering high-quality mentoring, deepening the Elischer community, sharing insight on leadership and mentoring across the sector, and building a resilient organisation with strong governance and a sustainable income base.

Diversity, equity, inclusion and belonging sit at the heart of this work. While we are proud of the community we have built, we know there is more to do. Our strategy commits us to taking action — shaping how we recruit, who we support, how we work with partners, and how we measure impact over time.

Nicky Elischer's legacy gift has transformed what is possible for the Foundation. It allows us to plan further ahead, but it also brings responsibility. As the sector continues to change and more fundraisers need support at key moments in their careers, our focus under Future Proofing is on sustainability — ensuring the Foundation remains strong, well-resourced and able to deliver its mission for the long term.

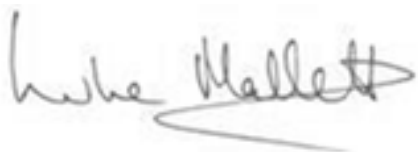
My sincere thanks go to our mentors for the generosity, wisdom and care they bring to the programme, and to my fellow Trustees for their commitment to stewarding the Foundation with integrity. I would also like to thank our staff team — Laura Swan, Director, and Claire Edwards, Operations Coordinator — for their dedication, professionalism and leadership throughout the year.

I am grateful to our partners, including Legacy Futures, whose collaboration this year strengthened the programme and broadened the experience of the cohort. And finally, to our mentees: thank you. Your ambition, integrity and openness give us real confidence in the future leadership of our sector.

In January 2026, it will be ten years since Tony Elischer passed away. His belief in drawing out the best in people, and in supporting emerging fundraisers to grow into thoughtful leaders, continues to guide this Foundation — named in honour of both Tony and Nicky — today.

Thank you for reading this report and for being part of our community. We hope you will join us in the next chapter of this journey as we continue to build leadership that lasts.

Yours faithfully,

A handwritten signature in dark ink, reading "Luke Mallett". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

**Luke Mallett**

CHAIR OF TRUSTEES

# TRUSTEES ANNUAL REPORT FOR THE PERIOD 1ST APRIL 2024 TO 31 MARCH 2025

**Charity Name:** The Elischer Foundation

**Registered Charity Number:** 1177029

**Address:** Investment House, 24 Vicarage Road, Buckingham, MK18 3BE

## **Trustee Details:**

Luke Mallett, Chair, January 2024 - present

Finbarr Coughlan, January 2017 - September 2024

Catherine Parnell, January 2017 - present

Michelle Pease, January 2017 - April 2024

Matt Smith, January 2024 - present

Claire Singlehurst, January 2024 - present

Lisa Russel, April 2024 - present

## **Structure, Governance and Management**

The Elischer Foundation is constituted as a Trust with a Trust Deed as its governing document. Trustees are appointed by the Board.

The trustees meet on a regular basis with a minimum of four meetings per year which are minuted. New trustees are appointed by the Board and provided with a welcome and induction by the Chair and Director of the charity.

This year we bid farewell to founding trustee and longtime supporter, Finbarr Coughlan. Fin has provided a wealth of expertise and insight as The Elischer Foundation evolved and we are extremely grateful to him for his support over the last 7 years.

We welcomed Lisa Russel to the Board and are delighted to be able to benefit from Lisa's expertise as an experienced fundraising professional, former Director of the Foundation, and before that a mentor.

The organisation is led and managed by the Director, Laura Swan. The Foundation is also supported by Claire Edwards as Operations Coordinator.

## Our charitable objects

The Elischer Foundation exists to promote, for the public benefit, a strong and effective voluntary sector. We do this by providing education, development opportunities, mentoring and other support to professional fundraisers who work, or may work in the future, within the voluntary sector in the UK and internationally.

We aim to develop a new generation of fundraising leaders who will strengthen the profession and increase its diversity, increasing the resources available to charities, and ultimately enabling charities to have more delivery, reach and impact for the communities and causes they serve.

*In short: We believe in drawing out the best in people. When fundraising leaders thrive, so do the communities they serve.*

## Summary of our work

Founded in 2017, The Elischer Foundation is dedicated to developing the next generation of fundraising leaders and championing a sustainable, highly skilled and values-led fundraising profession.

The Foundation is inspired by the life and work of Tony Elischer, whose thirty-year career in fundraising left a profound and lasting impact on the sector. Tony was widely respected not only for his fundraising expertise, but for his generosity of spirit and his deep belief in the potential of others. He was passionate about nurturing talent and encouraging individuals to grow into confident, thoughtful and ethical leaders. The Foundation was established in Tony's name to continue this legacy: supporting talented fundraisers to realise their potential and, in doing so, strengthening the charities and communities they serve.

In October 2022, Tony's wife, Nicky Elischer—our Founder and Chair of Trustees—sadly passed away. Nicky was a tireless advocate for leadership development and played a central role in shaping the Foundation's ethos and direction. In recognition of the extraordinary contribution made by both Tony and Nicky to the charitable sector, the charity was renamed The Elischer Foundation. This change was formally registered with the Charity Commission in October 2023.

## Our Values

### We are **Ambitious**

Our community is made up of talented individuals who are not afraid to dream big. We set inspiring goals and embrace continuous learning and development to help us reach them.

### We are **Bold**

We encourage our community to think differently, act courageously and challenge the status quo. We create space for dynamic conversations, reflection and creative solutions to complex challenges.

### We are **Collaborative**

We know we cannot achieve our vision alone. By working alongside partners and peers who share our commitment to the sector, we learn more and achieve more together.

### We are **Inclusive**

We are deeply committed to fostering an environment where diversity is celebrated, equity is promoted, inclusion is ensured and everyone feels a sense of belonging. Our strength lies in the richness of lived experience, perspective and talent within our community.

### We are **Nurturing**

We believe in support, encouragement and compassionate candour. Great leadership can be developed and refined, and we believe strongly in the power of community to share learning, inspire confidence and build resilience.

### We are **Professional**

We are committed to delivering a high-quality leadership mentoring programme. We partner with exceptional mentors who role-model outstanding leadership, and we continually evolve our approach to ensure it remains relevant, engaging and impactful.

## Our Vision:

A professional, vibrant and creative charity fundraising sector that drives real social impact.

## Our Mission:

Nurturing resilient, skilled and visionary fundraising leaders who can change the(ir) world.

# WHY WE'RE NEEDED



Each year, our application process provides a powerful window into the lived experience of emerging fundraising leaders. The 2024/25 applications revealed consistent and thoughtful themes about what people are finding most challenging—and where targeted leadership support can make a meaningful difference.

## **Growing responsibility without structured support**

Many applicants described stepping into more senior or complex roles earlier in their careers, often without access to mentoring, leadership development or role models. While opportunities are increasing, the support needed to navigate them confidently is not always keeping pace.

## **Navigating uncertainty, change and stretch**

Applicants spoke openly about leading through organisational change, financial pressure and shifting public expectations. Many are managing significant ambiguity—balancing delivery, strategy and people leadership—while still developing their own leadership identity.

## **Confidence gaps despite capability**

A striking theme was the gap between capability and confidence. Highly skilled fundraisers expressed self-doubt, imposter feelings and uncertainty about their readiness for leadership, even when already operating at a senior level.

## **Isolation at key transition points**

Many applicants highlighted a sense of professional isolation, particularly when moving into leadership or specialist roles. Without trusted space to reflect, test thinking or learn alongside peers, these transitions can feel lonely and overwhelming.

## **Pressure to lead ethically and sustainably**

Applicants consistently expressed a desire to lead in ways that are values-led, inclusive and sustainable—while recognising the tension between ambition, performance and wellbeing. There is clear appetite for leadership development that supports not just success, but longevity.

These themes reaffirm why The Elischer Foundation exists. By offering time, space, mentoring and community at pivotal moments, we help talented fundraisers turn challenge into confidence and responsibility into purposeful leadership.

# OUR APPROACH



We create leaders by seeking out people with extraordinary potential and the drive to make a difference. Charity leaders come in many forms and there is no single mould, so we do not work from a checklist of skills or experiences. Instead, we look for curiosity, commitment and spark — and we help that potential to grow.

We pair these future leaders with experienced mentors who give their time generously to inspire, challenge and support in equal measure. Our mentors nurture what is innate, sharing their knowledge and lived experience while encouraging mentees to think independently, lead with integrity and act with confidence.

Our mentees come from charities of all sizes, from small local organisations to large national and international charities. We focus on individuals who have the potential to drive meaningful change, but who may not yet have been given the opportunity to fully shine.

This approach benefits not only individual mentees, but also their colleagues, organisations and, over time, the wider sector in the UK and overseas. We hope that our mentees will become leaders who think differently and lead generously, recognising the power of encouragement, development and community.

Our support is bespoke, built around a core twelve-month mentoring partnership with an experienced sector leader.

We work with talented individuals who:

- Demonstrate the potential to grow as leaders
- Are committed to working in the charity sector
- Show creativity, curiosity and openness to innovation
- Are passionate about fundraising and its impact
- Are alert to emerging trends and opportunities
- Are motivated to develop professionally

Participants are selected through a competitive application process. Applications are made online via our application form. This year we introduced an 'alternative application' - for those who don't get on with an application form, we encouraged applications in the way that feels right for them. This could be anything from a video submission or an infographic – we left the creativity to the applicants!

# WHAT WE ACHIEVED IN 2024/25



Our impact is reflected not only in numbers, but in confidence built, perspectives widened and leadership strengthened.

## **Mentees**

During 2024/25, we supported 17 mentees within a single cohort that commenced in April 2024. Mentees were primarily based in the UK, with additional participants from Australia and New Zealand. They represented charities ranging from small local organisations to large international charities.

This year, we were intentional about responding to feedback from previous cohorts and adapting the programme to better support connection, learning and peer engagement. In particular, we increased the frequency with which the cohort came together. What had previously been quarterly group touchpoints evolved into a trial of monthly Coffeehouse sessions, each featuring an invited speaker and a facilitated format designed to encourage discussion, reflection and shared learning.

These sessions proved highly effective. Mentees consistently reported that the increased regularity helped them feel more connected to one another, reduced feelings of isolation, and created a rhythm of ongoing learning alongside their one-to-one mentoring. The Coffeehouses also strengthened peer relationships across organisations and geographies, reinforcing the value of community as a core element of leadership development.

We also refined the format of these sessions to increase peer airtime and engagement, placing greater emphasis on 'curious conversations', small-group discussion and shared problem-solving rather than presentation alone. This shift supported deeper connection and enabled mentees to learn not only from invited experts, but from one another's lived experience.

Alongside this, the cohort included a targeted partnership with Legacy Futures to address the lack of legacy fundraising professionals in senior leadership roles. As a result, seven legacy fundraisers joined the cohort. We are grateful to Ashley Rowthorn and the Legacy Futures team for their commitment to leadership development and their support of the Foundation.

Programme evaluation demonstrated consistently strong outcomes across the cohort:

- 100% of mentees indicated that they would recommend the programme to fellow fundraising leaders
- Mentor match and rapport were rated at an average of 4.92 out of 5, reflecting the strength and quality of the mentoring relationships
- Achievement of personal objectives was rated at an average of 4 out of 5, with mentees highlighting significant progress in confidence, clarity and leadership capability over the course of the year

## Applications for 2025/26

We received 83 applications from around the world for the 2025/26 programme, reflecting continued and growing demand. Such was the quality of these applications that we made the decision to put on a second cohort in 2025/26 to accommodate more mentees.

## Annual Leadership Summit 2024

In 2024, we were delighted to return to our Annual Leadership Summit, held at the NCVO event space, with 49 members of our community in attendance.

The Summit created space for connection, reflection and learning. Highlights included:

- Reconnecting with peers and mentors in person
- Reflecting on personal leadership impact and aspirations
- Sharing ideas across charities, including work on equity, diversity and inclusion
- Sessions led by sector experts, including a trends session by Simon Dickson, Heather Chappell focusing on how we communicate as leaders and Ashley Rowthorn and Claire Routley looking at your leadership legacy

Participants particularly valued the openness and generosity of the community, leaving the day with renewed energy, practical actions and a stronger sense of belonging. One of the participants likened it to assembling the Fundraising Avengers for the day!

## Sharing Insights and Inspiration

Our insight and guidance on mentoring in the sector was included in Civil Society Media's Fundraising Cover Feature in March 2025 titled [Helping Hands: How nurturing talent brings rewards for both mentor and mentee.](#)

Mentee Reina Edmiston contributed an article to the NCVO Small Charities week highlighting tips on accessing unrestricted funding titled [Core funding for charities: is it as elusive as we think?](#)

# WHAT OUR MENTEES SAY



"The Elischer Foundation was truly transformative. It empowered me to grow as a confident, purpose-driven leader and gave me the tools to make a real impact through fundraising."

— ***Ruchika Jayatilaka***



"The programme reinforced that leadership doesn't mean having all the answers. It's about asking the right questions, staying open to learning, and building strong, values-led relationships. That mindset will stay with me as I grow in my career and continue to carve out my path in the sector."

— ***Viet Anh Hua***

"The best development opportunity I have come across in 15 years in the charity sector. I'm sure I'll be returning to Elischer learnings throughout my career."

— ***Olly Du Croz***



"It was a truly enriching and enlightening 12 months for me. The experience of being mentored by an inspiring and experienced fundraising leader was not only about me learning from her but also about working together to uncover my leadership strengths and areas for development so that I can be a better fundraiser and leader. I now have so many tools to use in my career and in my life outside work as I grow in confidence and skills and I'm very grateful to have had that opportunity."

— ***Abi White***

# OUR VOLUNTEER MENTORS



The delivery of our mentoring programme depends entirely on the generosity and commitment of our volunteer mentors. Mentors are provided with clear guidance on their role, including setting objectives and supporting mentees to achieve their goals.

Our mentors are experienced and accomplished leaders who know how to help others be the best they can be. Working alongside our small staff team, they make the programme possible.

From fundraising specialists to founders, technologists to strategists, our mentors bring a rich mix of expertise including AI, innovation, philanthropy, culture, change management and strategy. This breadth allows us to create thoughtful, productive mentoring partnerships that meet each mentee where they are.

During 2024/25, 17 sector leaders were actively involved as mentors, providing over 200 hours of formal mentoring support—an estimated value of more than £60,000 if delivered through commercial channels. A further 8 leaders contributed through webinars, workshops and ad hoc support.

What unites our mentors is a shared belief in the power of people, and in mentoring as a deeply human, reciprocal act.

“Feeling that I am helping to play a part in empowering fundraising leaders for the future is really exciting and rewarding. It is a two-way relationship – as a mentor you gain so much as well as the mentee.”

***Tracey Hancock, Director of Fundraising, Rennie Grove Peace Hospice Care***

Mentors consistently describe the value of creating space for others to grow — not by providing answers, but by listening, reflecting and encouraging mentees to find their own way forward.

“Mentoring is such a brilliant tool to support growth and development. It’s an honour and a pleasure to support other fundraisers through their journey and unlock in them the skills and confidence they need to progress.”

***Lizzie Emillion, Director of Fundraising, Teach First***

Many mentors also emphasise that mentoring is not a one-directional transfer of knowledge, but a relationship from which both parties benefit.

“It’s a very rewarding experience to see someone else grow in confidence and ability. And I always find that mentoring conversations throw up ideas and thoughts for tackling issues that I might be facing as well.”

***Dr Claire Routley, Head of Consultancy, Legacy Futures***

Time is often cited as the greatest challenge—finding space not only for mentoring conversations, but for preparation and reflection. Yet mentors are clear that the investment is worthwhile.

“Finding the time can be hard, but it can also be the best use of your time. Seeing the people you mentor go on to greater things and really fly is incredibly rewarding.”

***Emma Malcolm, Director of Fundraising and Marketing, Macular Society***

Several mentors spoke about mentoring as a way of giving back to a profession that has shaped their own careers, and of sustaining a sector built on generosity, trust and shared purpose.

“I’ve benefitted from brilliant mentors throughout my career and wanted to give something back. Supporting emerging leaders strengthens this brilliant sector we’re part of.”

***Trudy Stammer, Head of Supporter-Led Fundraising and Engagement, Cancer Research UK***

Above all, mentors speak of community and continuity — of paying forward the support they themselves once received.

“Mentorship is profoundly powerful and works both ways. While it’s rewarding to serve and share wisdom, it’s also an illuminating experience to learn from your mentee.”

***Esther Kwaku, Founder and CEO, Nerve***

## **Huge thanks to the volunteers who have supported our work this year:**

Tracey Hancock, Lizzie Emilion, Louise McCathie, Sarah Tite, Luke Squires, Richard Sved, Kimberley Blease, Mel Oley, Marie Doyle, Susan Morgan, Trudy Stammer, Susan Booth, Emma Leiper Finlayson, Claire Routley, Lucy Squance, Katie Bowyer, Kate McGranachan Chow, Emma Malcom, Damian Chapman, Esther Kwaku, Frances Milner, Louise Morris, Sandra Sahusilawani, Patrick Hafner



# WHAT WE LEARNED THIS YEAR



This year offered rich insight into what emerging fundraising leaders most need in order to thrive—both as individuals and as contributors to a resilient, effective sector. Feedback from our mentees was thoughtful, generous and honest, and several clear themes emerged.

## **Leadership grows through reflection, not perfection**

Mentees consistently reflected on the importance of reflection, thinking more critically and grounding ambition in evidence, curiosity and credibility. Many described a shift away from feeling they needed to have all the answers, towards greater confidence in asking better questions and leading with intention.

## **Confidence is built through trusted relationships**

The mentoring relationship itself was repeatedly cited as transformational. Mentees valued having a confidential, supportive space to test ideas, explore challenges and receive both encouragement and constructive challenge. This sense of psychological safety enabled growth in confidence, clarity and self-belief.

## **Self-awareness is a powerful leadership tool**

A recurring learning was deeper understanding of personal leadership style, strengths and values. Mentees spoke about recognising how they show up at work, why they respond as they do, and how this awareness allows them to lead more effectively and authentically.

## **Leadership is relational and values-led**

Many mentees highlighted a renewed commitment to leading with empathy, integrity and purpose. They recognised that leadership is not about hierarchy or fixing everything, but about building strong relationships, listening well and bringing others with you.

## **Community matters**

Beyond individual mentoring, mentees placed high value on being part of a peer community. Connecting with others facing similar challenges reduced isolation, broadened perspectives and reinforced a sense of belonging within the profession.

These insights continue to shape how we design and evolve the programme, ensuring it remains responsive, relevant and rooted in real lived experience.



The past year has been one of both delivery and reflection. Alongside the ongoing mentoring programme, the period from September 2024 to March 2025 saw the Trustees and team undertake a comprehensive strategic review, creating space to reflect on the Foundation's purpose, impact and future direction.

This work focused on ensuring that The Elischer Foundation remains clear in its intent, responsive to the realities of the sector and well positioned for the years ahead. It involved revisiting our vision and values, testing our assumptions, and exploring where our contribution can be most meaningful as the fundraising profession continues to evolve.

By the end of the financial year, we had completed our Strategic Plan for 2025–29. The strategy is built around four clear goals:

## **Nurturing Leaders**

1

By 2029, fundraising leaders are equipped with quality skills, resilience and vision to drive change in the charity sector. We will deliver high-quality, bespoke mentoring that meets emerging leaders where they are and helps them grow with intention, supported by our new Leadership Framework and strengthened programme resources.

## **Co-creating Community**

2

By 2029, our world-class peer network of 350 fundraising leaders who support, challenge and celebrate each other is vibrant and The Elischer Pathway is well-established. We will deepen community through alumni and mentor events, quarterly learning sessions, case studies and storytelling, and by supporting alumni to become mentors themselves.

# 3

## Insights and Inspiration

By 2029, the Elischer Foundation is a vital part of the sector support landscape, sharing practical thought leadership and inspiration on sector leadership and mentoring. We will build credibility and reach by contributing speaker slots at conferences, publishing thought-provoking articles, connecting with other mentoring providers, and developing strategic partnerships with influential organisations across the sector.

# 4

## Future Proofing

By 2029, we will diversify our funding, boost efficiency and ensure we continue to connect with our community's evolving needs. This means developing a diversified funding portfolio, establishing a strong investment plan, strengthening our systems and governance, and embedding a robust DEIB operating model across everything we do.

Throughout the strategy, several key themes emerged that will guide our work:

- A reaffirmed commitment to investing in people as a long-term lever for sector impact
- The importance of deepening and sustaining our mentoring community, including alumni
- A desire to strengthen how we capture, articulate and share learning from the programme
- Careful consideration of how we grow with integrity, without diluting what makes the Foundation distinctive

As always, our focus will remain on thoughtful growth, quality over quantity, and creating the conditions in which emerging leaders can thrive.

We look ahead with optimism and clarity—grounded in what we have learned, confident in what we offer, and energised by the generosity and commitment of our community.

# CASE STUDY: RENAE RANDLE

## Growing Confidence, Clarity and Leadership Voice

When Renae Randle joined The Elischer Foundation mentoring programme, she was already an experienced and respected fundraising professional. She was leading teams, navigating organisational change and stepping into greater strategic responsibility. What she was seeking was not technical fundraising expertise, but space to grow as a leader — to better understand her leadership style, build confidence, and lead with greater intention in an increasingly complex environment.

At the start of the programme, Renae was managing multiple transitions at once: acting into senior roles, leading a newly inherited team, and operating within shifting organisational priorities. Like many emerging leaders in the sector, she was capable and committed, yet quietly carrying the pressure of needing to “get it right” — often without structured leadership support or time to reflect.

Renae set a number of development goals through the programme, including:

- Strengthening strategic thinking
- Developing confidence at senior leadership level
- Improving her ability to manage managers and lead through change
- Becoming more comfortable receiving feedback
- Preparing for future board-level leadership

## The Elischer experience

Through the programme, Renae was matched with experienced mentor, Mel Oley, and supported through a series of structured mentoring conversations over twelve months. These sessions provided a confidential, trusted space to explore challenges, test thinking and reflect honestly — particularly around leadership identity, communication style and confidence.

A key part of the programme for Renae was the Insights work, which she described as “invaluable” in helping her understand how she communicates, how others operate, and how to adapt her leadership style accordingly. This self-awareness became a foundation for growth across multiple areas of her work, from team leadership to managing up and leading through change.

Alongside one-to-one mentoring, Renae valued being part of a wider cohort and engaging in Coffeehouse sessions and learning events. These provided perspective, reassurance and a sense of belonging — reducing isolation and reinforcing that the challenges she faced were shared by others across the sector.

## Leadership growth and impact

Over the course of the programme, Renae experienced a clear shift in confidence and clarity. With her mentor's encouragement, she began to more confidently articulate her achievements, promote her work internally, and step out of a "doer" mindset into a more strategic leadership role.

Practical outcomes included:

- Strengthening strategic planning within her fundraising work
- Leading a newly formed team through change with greater confidence and intention
- Improving her ability to receive and act on feedback constructively
- Taking concrete steps towards future board and sector leadership roles

Some goals evolved over the course of the programme, reflecting changing context and priorities. With mentor support, Renae focused on learning, reflection and long-term leadership development, rather than on outcomes defined solely by role progression.

*“The Foundation provides a safe and nurturing environment for emerging leaders to be vulnerable and to grow. It sets the standard of excellence in mentoring—nothing compares.”*



## **Confidence beyond the programme**

Renae's leadership growth has extended beyond her organisation and into the wider profession. In 2025, she was invited to deliver the Dave Rose Oration — a significant recognition by her peers. The Dave Rose Oration is a respected annual address within the fundraising profession in Queensland, Australia, delivered by an individual recognised for their contribution, leadership and commitment to the values of the sector. Named in honour of Dave Rose, a widely admired and influential figure in professional fundraising, the Oration celebrates leadership grounded in generosity, integrity and service to others. In her address, Renae spoke powerfully about leadership as connection, generosity and trust, echoing many of the values explored through The Elischer Foundation programme.

Reflecting on the experience, Renae described the programme as providing “the space to focus on my leadership skills” and as making her feel part of “something really special.” She highlighted the mentoring relationship, the Insights work and the strength of the community as central to her development.

Renae's journey reflects the experience of many emerging fundraising leaders: capable professionals stepping into greater responsibility while seeking confidence, clarity and support. Through thoughtful mentoring, self-awareness and community, The Elischer Foundation helps leaders like Renae grow with intention — strengthening not only individual careers, but the organisations and communities they serve.

# FINANCIAL REVIEW

## Financial Position

Income during FY24/25 totalled £204,000, comprising a further instalment of the generous legacy donation from Nicky Elischer and support from our corporate partner, Legacy Futures. Expenditure for the year was £79,000.

Given the people-centred nature of our work, the majority of expenditure related to staffing costs for roles focused on developing and coordinating the mentoring programme. Additional significant costs related to the delivery of the Annual Leadership Summit and support for mentoring partnerships.

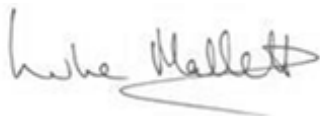
## Reserves Policy

The Trustees have agreed to maintain reserves equivalent to six months of running costs.

## Declaration

The trustees declare that they have approved the trustees' report above and the annual set of accounts developed by Courts Accountancy.

Signed on behalf of the Trustees



Luke Mallett  
Chair of Trustees  
17 January 2026

# Financial Statements

The Elischer Foundation  
For the year ended 31 March 2025

Prepared by Courts Accountancy Services Limited

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# Officers and Advisers

## The Elischer Foundation

For the year ended 31 March 2025

Management Committee: Mrs L Swan - Director  
Ms C E Parnell - Trustee  
Mr F D Coughlan - Trustee (Resigned 27/09/2024)  
Mr L C R Genevri-Mallett - Chair  
Mr M J Smith - Trustee  
Ms C Singlehurst - Trustee  
Mrs L Russel - Trustee (Appointed 05/04/2024)

Bankers: Lloyds Banking Group plc

Independent Examiners: Courts Accountancy Services Ltd

# Report of the Trustees

## The Elischer Foundation

### For the year ended 31 March 2025

The Trustees submit their annual report and the financial statements for the period ended March 31 2025.

#### ACTIVITIES AND OBJECTIVES

The Objectives for which the charity has been established; the promotion for the public benefit of the voluntary sector by the provision of education, development opportunities, mentoring and other assistance as required to individual professional fundraisers who either work in the voluntary sector in the UK and wider global market or may do in the future with the aim of developing a new generation of future leaders who will in turn maximise the income raised by the sector and therefore enable the provision of more and better quality services by the charities.

Our activities include:

1. matching experienced mentors with fundraisers who are in the early stages of their careers
2. creating a community of peers, facilitating further learning and development
3. providing mentees with additional training and support in key areas, which help develop fundraising and leadership skills

#### RESULTS FOR THE YEAR

This report covers the financial year to 31st March 2025. The results are as expected for the period.

The charity's income has increased by 2% (2024: 318.72% increase), when compared to the previous year

The total charity funds have increased by 57.62% (2024: 252.39%), when compared to the period ended 31st March 2024

#### TRUSTEES

The trustees who held office during the period were:

Ms. C E Parnell

Mr F D Coughlan (Resigned 27/09/2024)

Mr L C R Genevri-Mallett

Mr M J Smith

Ms C Singlehurst

Mrs L Russel (Appointed 05/04/2024)

#### TRUSTEES RESPONSIBILITIES

The charity's trustees are responsible for preparing a statement of financial activity and a statement of assets and liabilities for each financial year that properly represents the charity's receipts and payments during the year, and the assets and liabilities at the end of the year. In preparing those statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements that are reasonable and prudent;
- Prepare the financial statements on a going concern basis, unless it is inappropriate to assume the charity will continue in operation

#### INDEPENDENT EXAMINER

Courts Accountancy Services Ltd, were appointed by the committee with effect from 14th December 2017

#### RESERVES POLICY

The foundation has a number of ongoing commitments. We aim to keep reserves to cover 6 months of running costs; all other reserves are available for use as the trustees deem appropriate.

I declare in my capacity as Chair of the Trustees that:

- the trustees have approved the report above; and

- have authorised me to sign on their behalf

Signed: L C R Genevriar-Mallet

Date: 28th January 2026

# Independent Examiners Report to the Trustees

## The Elischer Foundation

### For the year ended 31 March 2025

I have examined the financial activity and statements of assets and liabilities on pages 8 to 9 that have been prepared following the accounting policies set out on page 7.

#### RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINERS

The charity's trustees are responsible for the preparation of the accounts in accordance with the Charities Act 2011 ("the Act"). The charity's trustees consider that an audit is not required for this year under section 144 of the Act and that an independent examination is needed.

It is my responsibility to:

- examine the accounts (under section 145 of the Act);
- follow the applicable Directions given by the Charity Commission (under section 145(5)(b) of the Act; and
- state whether particular matters have come to my attention.

#### BASIS OF INDEPENDENT EXAMINERS STATEMENT

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

#### INDEPENDENT EXAMINERS STATEMENT

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection to which attention should be drawn in this respect in order to enable a proper understanding of the accounts to be reached.

Signed on behalf of Courts Accountancy Services Ltd:

Date:

# Accounting Policies

## The Elischer Foundation

### For the year ended 31 March 2025

#### 1. Receipts and payments accounts

These accounts summarise all monies received and paid out by the charity during the financial period.

#### 2. Funds

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 charitable purposes

During the period, no funds were received with such restrictions.

# Financial Activity

The Elischer Foundation

For the year ended 31 March 2025

	2025	2024
<b>Financial Activities</b>		
<b>Income</b>		
Income	204,000	200,000
<b>Cost of raising funds</b>		
Cost of raising funds	(49,474)	(35,754)
<b>Expenses</b>		
Expenses	(29,526)	(7,881)
<b>Total Financial Activities</b>	<b>125,000</b>	<b>156,365</b>

# Balance Sheet

## The Elischer Foundation As at 31 March 2025

	31 MAR 2025	31 MAR 2024
<b>Assets (Liabilities)</b>		
<b>Current Liabilities</b>		
Current Assets	354,563	227,577
Current Liabilities	(11,740)	(9,754)
<b>Total Current Liabilities</b>	<b>342,823</b>	<b>217,823</b>
<b>Total Assets (Liabilities)</b>	<b>342,823</b>	<b>217,823</b>
<b>Charity Funds</b>		
Charity Funds	342,823	217,823
<b>Total Charity Funds</b>	<b>342,823</b>	<b>217,823</b>

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## Signature 1

Signed by Jason Sykes using authentication code VnhxZiF2KXVQMEJI at IP address 213.129.74.45, on 2026/01/28 09:14:50 Z.

Jason Sykes's e-mail address is: [jason.sykes@courtsaccountants.co.uk](mailto:jason.sykes@courtsaccountants.co.uk).

## Signature 2

Signed by Luke Mallett using authentication code Skl4VTxpUW82Ynhs at IP address 193.43.69.111, on 2026/01/28 10:08:03 Z.

Luke Mallett's e-mail address is: [Luke@lukemallettconsulting.com](mailto:Luke@lukemallettconsulting.com).