

## Trustees Meeting 6 May 2026

Centre for Research and Innovation in Social Policy and Practice (CENTRIS)

Charity No. 299877 and Company No. 2277906 **Annual Report**

A review of activities from

**August 2024 to July 2025**

### **Address for correspondence**

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## Introduction

This is the 2024-5 Annual Report of **CENTRIS** (officially known as the Centre for Innovation in Social Policy and Practice Ltd). This is Charity No. 299877 and Company No. 2277906.

CENTRIS is an independent not-for-profit organisation committed to identifying and developing innovative social policy and practice.

The period reviewed runs from 1 August 2024 to 31 July 2025.

## Objects

The mission of CENTRIS is to support innovative social policy and practice. Its approach is to work with partners active in the field to develop solutions to social issues through a combination of research and innovative initiatives.

Its constitution describes charitable objects ‘for the benefit of the public to advance education, to promote the relief of sickness and the preservation of health and to promote the relief of poverty, in particular by promoting research into the role of individual self-awareness, self-development and personal responsibility in these fields, and the dissemination of the useful results of that research.’

## Methods

CENTRIS works with partners active in the field to develop solutions to social issues. The CENTRIS method develops policy and practice solutions using a combination of theoretical, empirical and evaluative approaches. A central philosophy is to work closely with the people responsible for implementing solutions.

CENTRIS operates both nationally and internationally across a wide range of matters, including social services, civil society, economic development, philanthropy, and governance.

## Work programme in 2024-5

This has been a year marked by both transition for Centris. Across our work, a unifying question has emerged with increasing urgency: *what becomes possible as existing systems falter?*

Nowhere is this more evident than in the shifting landscape of international development, where long-standing aid architecture is in retreat. Centris has sought to engage this moment as an opportunity to rethink the role of civil society, to reimagine how we understand value, and to explore new pathways to peace and human flourishing.

## Global Civil Society: Rethinking Value, Practice, and Possibility

A central strand of our work this year has been the re-examination of how civil society understands and measures its own contribution.

In October 2024, a series of thirteen lectures delivered in Aotearoa/New Zealand explored the limitations of dominant measurement frameworks, particularly those that reduce complex social realities to narrow economic indicators. These lectures have formed the basis of an academic article currently in development, extending a growing critique of how value is constructed and recognised within the sector.<sup>1</sup>

This work has been enriched through collaboration with the Global Fund for Community Foundations, in which Centris has contributed to international learning groups in Bali and Tangier, focused on ‘measuring what matters’. These conversations have brought together practitioners and thinkers seeking to ground evaluation in lived experience, relational dynamics, and community-defined priorities.

In November 2024, this inquiry moved into practice through engagement in Australia, where Centris was invited to run workshops with philanthropy, community foundations, and government actors as part of a conference organised by Community Foundations Australia. These exchanges have since evolved into a monthly online learning circle, creating a sustained space for reflection and experimentation. Together, these initiatives signal a shift from critique to construction: from questioning inherited models to building alternatives rooted in practice.

Alongside this, Centris has continued to engage with the profound transformations underway in international development. As traditional systems show signs of fragmentation, our work has focused on articulating what might come next by exploring new forms of solidarity, new financing mechanisms, and new relationships between local agency and global structures. A series of commissioned articles in development reflects this emerging field of inquiry. In the year covered by this report, 29 articles were published on Alliance’s Reforming International Development Portal.<sup>2</sup> The articles, from a wide variety of authors around the world, amount to a ferment of new ideas that are providing material for the field of international development, which is struggling to find a new identity.

Attention to economic life has also remained central. Contributions to global labour discussions, including technical support for the Global Labour Institute’s report *Understanding Informal Transport in Africa*,<sup>3</sup> highlight the realities of informal work and

<sup>1</sup> Knight, B. (2025). ‘Measuring what matters in Aotearoa/New Zealand’, *Public Sector Journal*, Autumn, 48.1.

<sup>2</sup> Supported by the H&S Davidson Trust, the portal can be found at <https://www.alliancemagazine.org/reformingid/>

<sup>3</sup> Global Labour Institute. (2025). *Understanding informal transport in Africa: Labour impact assessment as tools to improve workers’ conditions*. Available from <https://vref.se/wp-content/uploads/2025/01/Labour-impact-assessment-methodology-report.pdf>.

the need to re-anchor economic thinking in dignity and lived experience. These themes connect closely to wider conversations around the global living wage and the role of civil society in shaping more just economies.

### **Peace: From Fragmentation to New Forms of Dialogue**

A symptom of the failure of systems worldwide has been the dramatic rise in violent conflict. Centris has prioritised peacebuilding for many years, and this work has gained ground over the past year.

A major undertaking has been to support Bassma Kodmani's autobiography. Bassma Kodmani was a key player in efforts to build peace in Syria until her untimely death in March 2023. She left behind a partially written manuscript and extensive notes on her experiences as the Arab Spring of 2011 gave way to the Arab Winter. This project traces the journey of a scholar drawn into diplomacy amid conflict, offering a rare perspective on peacebuilding from within the lived realities of war. Begun in July 2024, the work is conceived as a two-year process involving the careful examination of notes, experiences, and historical context, as well as collaborative writing. It stands as both a personal testimony and a contribution to the wider understanding of peace in fractured societies. A book contract was negotiated with I.B. Tauris, a leading publisher of academic work in the Middle East.

At the same time, Centris has worked to convene new forms of dialogue among philanthropic actors. In partnership with Philea, a series of futures-oriented discussions has brought together around fifty foundations to reflect on philanthropy's role in peacebuilding. These dialogues, building on an earlier peace survey, have culminated in presentations at Europhilantopics in December 2024 and are informing the development of a forthcoming white paper.

Complementing this work have been a range of more exploratory initiatives. Centris has facilitated various conversations, inviting participants to think differently about peace. Examples include the Impact Trust's Antarctica series and the bridging dialogues hosted by Philanthropy for Social Justice and Peace. These discussions have sought connections among peace, security, philanthropy, and economic justice, including links to global labour and living-wage discussions.

Together, these efforts reflect an evolving approach: one that moves beyond institutional silos and towards a more integrated understanding of peace as both a social and systemic process.

### **UK Civil Society: Grounded Practice and Lived Experience**

While much of Centris's work operates at a global level, this year has also seen a renewed focus on the textures of civil society within the UK.

Central to this has been the development of *Seeing Like a Community*, a body of work that challenges policy perspectives which overlook the lived realities of those most affected by poverty and inequality. Developed through dialogue and reflection, including a retreat in York in June 2025, this work has informed a paper for the Fairness Foundation and contributed to wider debates about how poverty is understood and addressed.<sup>4</sup>

This commitment to grounded understanding is further reflected in Centris' engagement with local community organising. Centris has supported work in two locations: Hull and East Yorkshire Citizens and Tyne and Wear Citizens. These examples provide rich case studies of civic action in practice. These partnerships offer insight into how communities organise, articulate their priorities, and create change from the ground up - reminding us that civil society is not an abstraction, but a lived and contested space.

### A New World is Rising

To bring the diverse strands of Centris's work together, writing has begun on a new book, *A New World is Rising*, which seeks to synthesise insights from across these domains - civil society, peacebuilding, and systems transformation - into a coherent narrative to guide change in a turbulent century. Writing will continue through the rest of 2025, and the book will be published by Palgrave Macmillan in 2026.

### Organisational Development: Continuity and Renewal

The effectiveness of CENTRIS depends on an energetic group of associates and volunteers, extensive use of modern technology, and oversight by a skilled group of trustees:

- Roy Evans (Chair)
- Andrew Webster
- Hélène Turner

Currently, Barry Knight is the Secretary to the Trustees, and Mike Clark provides assistance, support, and administrative services. Kevin Briggs is currently appointed as the auditor.

Next year will see significant transitions. In September 2024, Centris reached an important milestone in its organisational development, marked by decisions to recruit new trustees and to plan the appointment of Rebecca Hanshaw as Secretary to the Trustees, succeeding Barry Knight.

This transition reflects both continuity and renewal, ensuring that the organisation remains responsive to the challenges ahead while grounded in its longstanding

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<sup>4</sup> Knight, B. (2024). 'Rethinking the roots of poverty', Fairness Foundation. Available from: <https://www.faircomment.co.uk/p/rethinking-the-roots-of-poverty>

commitments. This investment in organisational capability is essential as the scope and ambition of the work continue to grow.

The role and function of Centris will remain unchanged. Its role is not to provide definitive answers, but to act as a convener, a bridge-builder, and a site of inquiry. By connecting different domains - civil society, philanthropy, labour, and peace – Centris seeks to contribute to a wider process of renewal across society, equipping people with the tools to build the societies they want.

## Finance

The audited accounts for 2024 - 2025 show that CENTRIS remains in a healthy financial position. Reserves stood at £217,513 the end of the financial year on 31 July 2025. The total being 'unrestricted'. Funds in the current account address immediate cash flow requirements; the balance is in an interest-bearing deposit account.

### Summary of accounts 2024 - 2025 (year ending 31<sup>st</sup> July 2025)

Income	£	Expenditure	£
Grants	0	Exchange Rate gains	0.00
Investment	5053	Project Costs	47450
Fees, sales etc.	16877	Administration	16036
Donation	35978	Office costs	22107
Other	5000	Travel and accommodation	12993
		Sundry	432
<b>Totals</b>	<b>62908</b>		<b>99018</b>
<b>Balance Sheet</b>			
Tangible Fixed Assets	5985		
Net Current Assets	211528		
<b>Net Assets</b>	<b>217513</b>		

The policy of the Trustees is to maintain a level of resources sufficient for effective financial management, which is generally understood to mean having adequate funds to cover one year's expenditure in advance.

## Risks and resources

Upon reviewing the risks, the primary concern identified was the potential failure to reach diverse audiences in government and elsewhere, so they can learn the lessons from our work to build the kind of society people want to see.

To manage this risk, trustees will monitor the work closely and conduct a comprehensive review of progress towards the end of the financial year 2026-27.



**K. E. BRIGGS**  
*Chartered Accountant*

DUKES HAGG FARMHOUSE  
PRUDHOE  
NORTHUMBERLAND  
NE42 5PA  
Telephone & Fax 01661 833768

MY REFERENCE:  
KLB/LC30/LC  
YOUR REFERENCE:

COMPANY REGISTRATION NO. 2277906

[ENGLAND AND WALES]

REGISTERED CHARITY NO. 299877

THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE

[A Company limited by guarantee]

ACCOUNTS FOR THE YEAR ENDED  
31-12-25



**CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE**

[A Company limited by guarantee]

**OFFICERS AND PROFESSIONAL ADVISERS**

The Centre for Research and Innovation in Social Policy [CENTRIS] is a company limited by guarantee [incorporated on 18 July 1988, company registration no. 2277906 and a registered charity [no. 299877].

**Council of Management**

Roy Evans  
Andrew Webster  
Helene Turner

The Company is limited by guarantee of the members and does not have a share capital. The above members of council are defined as directors of the company for the purposes of the Companies Act. Under the direction of the Council of Management, the day to day business of CENTRIS is carried out by Mr. B. Knight.

Secretary B. Knight

Registered Office 4 The Terrace  
Ovingham  
Northumberland  
NE42 6AJ

Registered Number 2277906

Registered Charity Number 299877

Accountants K. E. Briggs  
Chartered Accountant  
Dukes Hagg Farmhouse  
Prudhoe  
Northumberland  
NE42 5PA

Bankers Unity Trust Bank  
Nine Brindleyplace  
4 Ozells Square  
Birmingham  
B1 2HB

**CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE**  
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**REPORT OF THE COUNCIL OF MANAGEMENT**

The members of Council have pleasure in presenting their annual report and financial statements of the company for the year ended 31 July 2025.

**COUNCIL OF MANAGEMENT**

The members of the Council of Management during the year were -

Roy Evans  
Andrew Webster  
Helene Turner

The company is limited by guarantee of the members and does not have a share capital.

The above members of council are defined as directors of the company for the purpose of the Companies Act.

The day to day activities are under the direction of Barry Knight who implements the policies and programmes determined by the Council of Management.

**PRINCIPAL ACTIVITIES**

The activities during the year have comprised the work of consultancy and receipt of grants and donations to carry out work within the terms of the Memorandum of Association i.e. "for the benefit of the public, to advance education, to promote the relief of sickness and preservation and protection of health and to promote the relief of poverty by promoting research into the role of individual self awareness, self development and personal responsibility in these fields and the dissemination of the useful results of that research".

The work will continue in the future.

**SMALL COMPANIES EXEMPTIONS**

In preparing the above report the directors have taken advantage of special exemptions applicable to small companies.

Signed by Order of the Board.



**B. KNIGHT - SECRETARY**

**CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE**  
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**INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED**  
**31-Jul-25**

	Notes	2025	2024
		£	£
INCOME		62908	59537
ADMINISTRATIVE EXPENSES		99018	99665
(DEFICENCY) FOR THE YEAR	2	-36110	-40128
DEVELOPMENT RESERVE AT 1 AUGUST 2024		253623	293751
DEVELOPMENT RESERVE AT 31 JULY 2025		217513	253623

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**THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
 POLICY AND PRACTICE**  
 [ A Company limited by guarantee ]  
**BALANCE SHEET**  
**FOR THE YEAR ENDED 31 JULY 2025**

	Notes	£	2025 £	£	2024 £
TANGIBLE FIXED ASSETS	3		5985		2482
CURRENT ASSETS					
Stocks		20		20	
Sundry Debtor and Prepayments		12873		11315	
Cash at Bank and In Hand		203681		244732	
		216574		256067	
LESS CREDITORS					
Amounts falling due within one year	4	5046		4926	
<b>NET CURRENT ASSETS</b>			211528		251141
<b>NET ASSETS</b>			217513		253623
FINANCED BY					
FUNDS					
Unrestricted			217513		253623
Restricted			0		0
			217513		253623

**DIRECTORS STATEMENT**

In preparing these accounts the directors have taken advantage of the exemptions applicable to small companies conferred by Section 477 of the Companies Act 2008 and have done so on the basis that, in their opinion, the company satisfies the criteria for exemption as a small company.

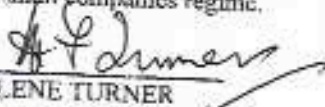
The Accounts set out on pages 3 to 7 were approved by the Council of Management and signed on their behalf.

Director's responsibilities:-

the members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476

the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

  
 HELENE TURNER

20/01/26  
 DATE

**THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE**  
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**STATEMENT OF FINANCIAL ACTIVITIES**

	<u>Unrestricted</u> <u>Funds</u>	<u>Restricted</u> <u>Funds</u>	<u>Total Funds</u> <u>31-Jul-25</u>	<u>Total Funds</u> <u>31-Jul-24</u>
	£	£	£	£
<b><u>INCOMING EXPENDITURE</u></b>				
<b><u>INCOME RESOURCES</u></b>				
Grants & Fees	52855	0	52855	54022
Investment Income	5053	0	5053	5515
Other Income	5000	0	5000	0
<b><u>TOTAL INCOME RESOURCES</u></b>	<b><u>62908</u></b>	<b><u>0</u></b>	<b><u>62908</u></b>	<b><u>59537</u></b>
<b><u>RESOURCES USED</u></b>				
Support costs	68995	0	68995	51938
Administration	30023	0	30023	47727
	<b><u>99018</u></b>	<b><u>0</u></b>	<b><u>99018</u></b>	<b><u>99665</u></b>
<b><u>NET RESOURCES</u></b>				
<b><u>FOR THE YEAR</u></b>	<b><u>-36110</u></b>	<b><u>0</u></b>	<b><u>-36110</u></b>	<b><u>-40128</u></b>
<b><u>BALANCE BROUGHT FORWARD</u></b>				
<b><u>AT 1 AUGUST 2024</u></b>	<b><u>253623</u></b>	<b><u>0</u></b>	<b><u>253623</u></b>	<b><u>293751</u></b>
<b><u>BALANCE CARRIED DOWN</u></b>				
<b><u>31 July 2025</u></b>	<b><u>217513</u></b>	<b><u>0</u></b>	<b><u>217513</u></b>	<b><u>253623</u></b>



THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE  
[A company limited by guarantee]

**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 JULY 2025**

**1 ACCOUNTING POLICIES**

The Accounts have been prepared under the historical cost convention. The principle accounting policies of the company are set out below.

**INCOME**

Income is the amount of grants received, the value of consultancy fees rendered during the year and income from the sale of publications and research reports. Some office space was licensed to other users on short term usage.

**DEPRECIATION**

Depreciation is calculated to write down the cost or valuation of tangible assets to their estimated residual value over the period of their estimated useful life. The rates in use are -

Equipment 25% - on reducing balance

**STOCKS**

Stocks are valued at the lower of cost or net realisable value.

**TAXATION**

The company is a registered charity and is not subject to Corporation Tax.

**CASH FLOW STATEMENT**

The company has taken advantage of the exemption conferred by Paragraph 8A Financial Reporting Standard No. 1 from presenting a cash flow statement as it qualifies as a small company.

**2 DEFICIENCY OF EXPENDITURE OVER INCOME**

	2025 £	2024 £
The deficiency is stated after charging -		
Depreciation	1496	620
Executive remuneration	0	0
Accountants remuneration	2040	1890

**THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE**  
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**3 TANGIBLE FIXED ASSETS**

	Equipment £
Cost	
At 1 August 2024	32826
Additions	4999
Disposals	<u>0</u>
At 31 July 2025	<u>37825</u>
Depreciation	
At 1 August 2024	30344
Charge for year	1496
Disposals	<u>0</u>
At 31 July 2025	<u>31840</u>
Net Book value	
At 31 July 2025	<u>5985</u>
At 1 August 2024	<u>2482</u>

**4 CREDITORS : AMOUNTS FALLING DUE  
WITHIN ONE YEAR**

	2025 £	2024 £
Sundry Creditor	0	0
Other Creditors	<u>5046</u>	<u>4926</u>
	<u>5046</u>	<u>4926</u>

The Company is a Registered Charity and is a company limited by Guarantee not having a share Capital.

**THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE**

**INDEPENDANT ACCOUNTANTS REPORT TO THE TRUSTEES OF  
THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
POLICY AND PRACTICE**

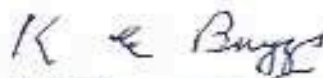
We have prepared the Accounts in accordance with the requirements of APB Ethical Standard including APB Ethical Standard - Provisions Available for Small Entities in the circumstances set out in note to the financial statements.

**Opinion**

In our opinion:

the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs at 31 July 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;

the information given in the Trustees Report is consistent with the financial statements.



K. E. BRIGGS  
CHARTERED ACCOUNTANT

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DUKES HAGG FARMHOUSE  
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THE CENTRE FOR RESEARCH AND INNOVATION IN SOCIAL  
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**PROFIT AND LOSS ACCOUNT**  
**FOR THE YEAR ENDED 31 JULY 2025**

	2025		2024	
	£	£	£	£
<b><u>INCOME</u></b>				
Grants -		0		0
Fees received		16877		29136
Interest received		5053		5515
Donation		35978		24886
Other		5000		0
		<u>62908</u>		<u>59537</u>
 <b><u>LESS EXPENDITURE</u></b>				
Insurance	641		819	
Travel and Subsistence	11752		14980	
Telephone	936		889	
Printing, stationery, advertis.	217		211	
Publication costs	1077		835	
Sundry	432		509	
Accommodation costs	12993		19920	
Accountancy	2040		1890	
Depreciation	1496		620	
Administration fee	16036		25888	
Bank charges	115		100	
Repairs and Software	3833		4656	
Wings	0		0	
Foundation for Peace	0		0	
TCPA	0		3000	
Webb	450		462	
Global Fund	0		0	
Compass	35000		24886	
Citizco	12000		0	
		<u>99018</u>		<u>99665</u>
 <b><u>[DEFICIENCY] FOR YEAR</u></b>		<u>-36110</u>		<u>-40128</u>