Clore Social Leadership







Clore Social Leadership Programme

Report and Financial Statements

For the year ended 31 December 2025

Trustee Report

Company Number	7222275	
Charity Number	1136727	
Registered Office	7 Bell Yard London WC2A 2JR	
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report, were as follows:	
	Vyla Rollins	Chair
	Clive Sparrow	Chair of Audit and Risk Committee
	Nicola Kidston	
	Annabel Gillard	
	Jonathan Hopkins	
	Gabby Jahanshahi-Edlin	
	Mila Lukic	
	Marcel Mballa-Ekobena	
	Simon Miller	
Management Team	Nadia Alomar	Chief Executive
	Jenny Munday	Director of Development (on leave)
	Char Bevan	Interim Director of Development
	Amit Chadda	Director of Programmes
Bankers	The Co-operative Bank P.O. Box 250 Delf House Skelmersdale WN8 6WT	HSBC BANK PLC 1st Floor, North London Business Banking Centre 1 Old Street London EC1V 9HL
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 another important year for Clore Social Leadership, and on the progress we have continued to make in strengthening leadership across the social sector. In 2025, we deepened and extended our work, supporting more leaders across the UK through our open programmes, place-based partnerships, organisational development and tailored leadership support. At a time when social sector leaders are facing increasing complexity, pressure and uncertainty, our work has remained focused on creating high-quality, accessible and equity-centred learning experiences that build confidence, resilience, connection and the capacity to lead change.



This year has also been an important period of preparation and renewal. We have continued to learn from the leaders, communities and partners we work alongside, using those insights to shape the next stage of Clore Social's development. As we look ahead to 2026, we do so with a refreshed strategy and a clear ambition to play an even stronger role in supporting, connecting and championing social leaders. This includes the launch of Leadership Lighthouses, a significant multi-year programme designed with and for Global Majority leaders, alongside our continued commitment to strengthening leadership across places, organisations and communities of practice.

None of this would be possible without our valued partners, funders, alumni, collaborators, facilitators, coaches, trustees and staff team. I would like to thank everyone who has contributed their expertise, trust and support to our work this year. Together, we are helping to build a stronger and more inclusive social sector, led by people with the skills and values needed to create lasting social change. Together, we are demonstrating that strong and effective leadership is a fundamental social and organisational imperative.



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 2025.

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 Clore Social Leadership Programme (Clore Social Leadership) was set up in October 2008 as an initiative of the Clore 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 Clore 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 Clore 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 in digital courses. At the same time, Clore Social Leadership concentrated on ensuring the financial independence of the charity from the Foundation.

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

Objectives and activities

The Articles of Association of the Clore 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

Clore 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 Clore 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 Clore 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. Clore 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

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

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: Char Bevan, Interim Director of Development and Amit Chadda, Director of Programmes. Jenny Munday, Director of Development, is on leave at the time of this report.

In November 2025 Stephen Pugsley, Director of Finance and Resources left the organisation. We would like to thank Stephen for his valued contribution to the organisation.

Appendix II provides full details of the current senior leadership team as of June 2026.

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 2025

During 2025, we continued to strengthen and expand our leadership development offer to ensure social leaders at all career stages, and across a range of regions in the UK, receive high quality, equity-centred and accessible learning experiences.

Beyond our recurring Emerging and Experienced Leader programmes, we continued to develop our place-based programmes, equipping social purpose leaders with the knowledge, skills and networks required to strengthen and amplify their work, in their local contexts.

In collaboration with local facilitators and partners, we delivered programmes in the North East, Newport, Wrexham and Swansea. These programmes fostered collaboration and resilience among community leaders, aiming to strengthen local networks and enhance community impact.

"This programme gave me the confidence to pursue passion projects and leadership roles without external validation. I now feel able to challenge unfairness, influence decision-making spaces, and lead change in my community."

Community Leaders Newport participant

"It's been an inspirational programme. I've valued not just the learning but the people - the safe space created meant I could talk openly about my health, my confidence, and my leadership without judgement."

Community Leaders Wrexham participant

We continued to support a range of leaders through our hybrid short course offer and provided organisational development and leadership support to multiple social purpose organisations.

Audiences

We supported 948 leaders through our learning activities in 2025, a 5% increase from 2024.

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 2025 programmes and courses is provided below:

Skills and development for Individuals (Short courses)

We reached 42 individuals through our short courses, based on our leadership development model and social capabilities framework:

- Management Fundamentals
- Discover

Whilst all these courses met our minimum feedback score of 4 out of 5 or above, both of these short courses achieved an average feedback score of 4.4 out of 5.

> I think this course is exactly what it needs to be and does what it aims to do. I left with some useful language to frame team work and leadership skills. The course didn't feel overwhelmed with content and was well spaced out. Most importantly the facilitator was friendly, warm, human and held all boundaries well. It was essential to see her model these leadership skills so learners can see them in practice. I would definitely recommend this course to other people like me in my network.
>
> **Management Fundamentals participant**

> Amazing course overall I have reflected so much and have a great plan to focus on for the future. I have found this course has changed my way of thinking that no other course has. I am looking forward to continuing learning and reflecting whilst using the Institute of Leadership's one year of learning resources access.
>
> **Discover participant**

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. Participant feedback has informed improvements to the residential element of our Emerging and Experienced Leader programmes, strengthening the balance between self-reflection, practical leadership development and peer connection.

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

> I absolutely loved spending time with peers from other charities on the retreat. I've worked in charities for 17 years but never felt connected within the sector - it's been so energising throughout the course to meet like-minded people in similar situations. The retreat gave rise to numerous organic conversations and connections that would not have occurred without it.
>
> **Emerging Leader participant**

> The programme has given me a variety of really useful tools to understand and articulate my own leadership style and to equip me to grow where I need to. I think it's these two things working together that have had a big impact on me very deliberately thinking about and applying leadership skills in my work.
>
> **Emerging Leader participant**

> I have become more decisive, more strategic, and (set) more boundaries. Primarily this has benefited me but I also realised that I could have a much greater impact in a bigger organisation and so have changed roles and am now using all my skills and energy towards a single goal for a charity rather than spreading myself more thinly in my original role.
>
> **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 online and in-person learning experiences, 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:

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

> The focus on being coached and developing a coaching approach has meant I am focusing on my team with more mentoring rather than operational line management. This should enable me to work more strategically and empower members of the team to step up.
>
> **Experienced Leader participant**

> The course can feel almost selfish, taking time out to focus on you, but I have solved so many huge issues at work through taking part.
>
> **Experienced Leader participant**

> Through the collective power of sharing strategies and experiences it has enabled me to progress through some serious difficulties within the organisation.
>
> **Experienced Leader participant**

Learning and Development for Organisations

A selection of our work within social sector organisations:

Shared Assets

We designed and delivered a bespoke series of workshops to equip the whole team at Shared Assets, a land justice charity, to embed a collaborative, peer coaching approach to organisational leadership and problem solving.

Key programme impacts:

- Through structured practice and feedback, the team built the confidence and capability to use peer coaching as a core approach to collective problem solving and shared leadership.
- The team now has a shared framework and set of tools to use peer coaching to strengthen day-to-day decision making and collaboration as well as strategic leadership.
- The organisation left with an implementation plan to embed coaching beyond the workshops to drive lasting change.

> It's been very practical. I've been able to put my learning into practice straight away, which is really good. It's also been valuable having this space to learn and reflect together as a team
>
> **Shared Assets workshop participant**

> I'm really grateful for your approach. The sessions and the framework we've been given have been great, and you've held us and this space really well
>
> **Shared Assets workshop participant**

Trussell

We designed and delivered a bespoke workshop for Trussell, the national food bank network, to support them with arriving at an approach to building leadership capabilities in colleagues and volunteers across their network.

National Youth Agency

We worked with The National Youth Agency (NYA) to diagnose and assess their management training needs. Throughout 2025, we reached 27 participants through the delivery of a bespoke 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 concluded our work with the charity Missing People, providing leadership development workshops for 40 of their managers. Our tailored offer 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.

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 meet Clore 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. The training 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 continued to place significant focus on delivery to communities of place in 2025, 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 North East

Completed in Spring 2025 in partnership with The Rank Foundation and aimed at voluntary, community and social enterprise leaders in Sunderland, Middlesbrough and Redcar & Cleveland, this programme aimed 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 aimed to nourish and replenish leadership and innovation in uncertain times.

Social Leaders Cymru

In 2025 we continued working in partnership with Cwmpas and WCVA to support voluntary, community and social enterprise leaders at all stages in their leadership journey. We concluded the online Emerging and Experienced Leader programmes, and the blended programmes Community Leader Wrexham and Swansea. In 2026 we launched programmes in Rhyl and West Wales as part of this ongoing body of work.

Community Leader Wrexham

> I've made links with others who I wouldn't normally, and have started to work with them as partners.

> I have learnt from everybody in my course, as well as about myself. his in turn has helped me implement new ways of thinking.

Community Leader Swansea

> When I started the programme, I lacked confidence and was feeling over-stressed and conflicted. After the very first session, I began to reflect more deeply on my situation and, over time, [the environment I was working in].
>
> Through the learning and support of the programme, I gained the clarity and confidence to let go of that role and move on to a healthier position. This decision not only benefited my own wellbeing but also allowed me to contribute more positively and effectively in my new role, which has had a direct impact on the people I work with.

> The programme has helped me see myself as a strong leader again, and highlighted the areas where I shine. This has led me to start my own company, which is focused on collaboration to drive positive change in Wales.

Social Leaders Cymru Emerging Leader

> 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.

> The programme helped me to simplify, in my mind, how to work with the team in line with our strategy. I'd been overcomplicating things and throughout this course it just clicked into place. This has enabled me to set out clearly what we're working towards, and where each area fits into that.

> I have been able to network and learn from others who are further in their career which I can then bring into my learning. This enables me to look for more training for me and the team which in turn will help the organisation.

Social Leaders Cymru Experienced Leader

> It has given me confidence to apply for a more senior role within the organisation and to be less restricted in my approach to strategy development.

> It's given me the confidence to more firmly say that I know this - this has increased my ability to communicate effectively. At a time when I am leading some high-risk strategic projects, communicating effectively has been key to achieving positive results.

Supporting Sector Leaders

Launched and concluded in 2025, this fully funded online programme focused on empowering experienced leaders and CEOs working in the Refugee and Migration and Racial Equity sectors across the Liverpool City Region and Northern Ireland. Through action learning and coaching the programme aimed to foster deeper local connections and provide a dedicated space for leaders working in these important sectors to build a network of like-minded individuals and refine their practice as strategic leaders in their organisations.

> Due to adopting this much more collaborative approach it has meant there has been more creativity when exploring other ways to support clients, which has meant that we have been able to offer much more tailored services.

> I have started to implement the action learning model into my workplace, when meeting with fellow managers, as a method to work together. This has already been well received.

Leadership Lighthouses

We focused on the design and preparation of Leadership Lighthouses, a significant new multi-year initiative that will see the delivery of ten place-based cohorts across five regions in England. Beginning with our first two locations in Oxfordshire and Bradford in January 2026, we undertook an in-depth co-design process with local partners and leaders to ensure the programme is shaped by the contexts and communities it seeks to serve.

Made possible by The National Lottery Community Fund, the programme aims to support around 300 social purpose leaders from Global Majority backgrounds. Leadership Lighthouses represents a significant step in advancing our mission to diversify leadership in the social sector - creating carefully designed programmes by and for Global Majority leaders that recognise and honour their nuanced lived experiences, while strengthening and amplifying the transformative leadership that already exists within their communities.

Skills and development for communities of practice

Institute of Chartered Foresters

We continued to partner with the Institute of Chartered Foresters (ICF), launching a second Emerging Leader programme in September 2024, aimed at those working and volunteering in the forestry and arboriculture sector across the UK. Incorporating learnings from the first iteration, the programme brought 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 collaborated with Year 1 alumni, who proved to be exceptional ambassadors and advocates of the programme. They encouraged peers and colleagues to apply and participate in this second iteration, which concluded in March 2025.

> The programme has enabled me to combine new approaches to some of the aspects I felt were lacking in me as a leader. I am more confident in my own way of communicating, rather than feeling I had a 'way' I needed to learn, or was lacking in.
>
> **Year 2 participant**

> The most important impact of the programme has been the space and encouragement to think deliberately about leadership - not just in theory, but in terms of how I want to lead and where I want to grow.
>
> **Year 2 participant**

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 fifth 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 116 participants from four different cohorts starting in September 2024, continuing through to 2025. Work with London Youth on the RiseUp programme will continue into 2026.

You can find a summary of our 2025 activity in our end-of-year video!



Digital platforms and systems

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

Achievements and performance - Key Performance Indicators (KPIs)

Clore 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	2025
Total reach	173	243	543	453	835	1160	1090	680	904	948
% increase		40%	123%	(17%)	84%	39%	(6%)	(38%)*	33%	5%

*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

Clore 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

In 2025, 19% of participants across our programmes were from a Black or racially minoritised background. 18% of participants identified as having a disability, according to the terms given in the Equality Act 2010.

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:

- 90% have grown in confidence since completing their programme
- 87% feel they have expanded their networks
- 85% consider themselves a better leader and social leader
- 84% reported being better at working with and through others
- 79% 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

Clore Social Leadership is supported through grant funding from foundations, trusts and corporate sponsors. In 2025, the most significant grants were awarded by the Henry Smith Foundation. This included £270,000 to support programmes in three rural and coastal areas developing the capacity of diverse groups of social sector leaders. Additionally, £200,346 was received from the National Lottery Community Fund for the continuation of our Leadership Lighthouses programmes. Funding was also received for the third year of Social Leaders Cymru, the leadership development programme in Wales and for our planned future programme focused on Women and Girls.

Total income for the year was £1,187,810. This is an overall increase of 64% from 2024 (£723,543). Within this total, there was a substantial increase in restricted income, rising to £572,118 from £315,948 in 2024 to – an increase of £256,170 (81%). Unrestricted income from charitable activities also grew significantly, increasing by 15% from £376,946 in 2024 to £434,640 in 2025. This growth aligns with our business plan to expand both restricted and unrestricted income streams.

Trustees are very grateful to This Day Foundation for the grant funding of £150,000 to support strategy development.

Trustees wish to thank all our funders in 2025:

- Henry Smith Foundation
- Garfield Weston Foundation
- The National Lottery Community Fund
- The Rank 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 £970,865 – representing an increase of 31% from the previous year's expenditure of £740,924 and in line with the activities outlined above. However, we are continuing our review of our cost-base structure as part of our strategy planning for 2027-2030.

Movement of funds

Restricted funds at year-end 2025 are £438,233 (£234,532 in 2024), an increase of £203,701, 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 higher this year, £136,464 (£123,220 in 2024), reflecting an in-year surplus of £13,244 in unrestricted funds (deficit of £123,563 in 2024). We continued to develop more diverse income streams in 2025 and our future plans continue this development.

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 2025, with unrestricted general reserves of £136,464 as at 31 December 2025 (£123,220 in 2024).

Our level of reserves will be particularly important as we continue to develop our future strategy and grow the reach of our support to social leaders.

Structure, governance and management

The Clore Social Leadership Programme, as a company limited by guarantee, is governed by a Memorandum and Articles of Association, last updated on 27 October 2025.

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 Clore 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 2026

As we look to 2026 and beyond, we remain firmly committed to achieving our vision of a society enriched by a social sector led with skill, efficiency and ethical values. Plans for 2026 include:

- We will launch and develop a number of fully funded and bespoke programmes to equip marginalised and underrepresented individuals with the vital skills and development they need to thrive. Starting in January 2026, the first of the Leadership Lighthouses series will be delivered in Bradford and Oxfordshire. This series of fully funded, leadership development programmes will unite social purpose leaders from Global Majority backgrounds. Designed as an experience that truly sees and honours the realities, collective wisdom, and transformative leadership already alive in our communities and across the sector, it will equip participants with the knowledge, skills, and networks to excel further. The series will span a further four years across 10 regional locations.
- We will continue to build on the success of our place-based programmes. We will focus on rural and coastal UK communities that see poor social outcomes and have underdeveloped social sectors that would benefit from a place-based leadership programme.
- We will work in partnership to support the development of sub-sectors. In early 2026 we will launch the first programme as part of a long-term partnership with UK Community Foundations, aiming to support experienced and emerging leaders and strengthen the community foundation movement as a whole.
- We will continue to respond to the current and emerging needs of the sector and its leaders, adapting existing programmes and developing new initiatives. We will continue to review our approach and interventions offered to ensure they remain relevant, impactful and accessible. With our aim to be a fully inclusive provider, we will continue to implement the findings of a recent Disability and Neurodiversity Review that looked at current accessibility and inclusion for disabled and neurodivergent participants and recommendations for improvements.
- 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.

2026 will also see the launch of our next strategy. Thanks to core funding of £150,000 from This Day Foundation, we have been able to invest the necessary time and resources into developing our future strategy. We have engaged expert consultants and stakeholders in this process, including our alumni and facilitator community, so that together we can develop a strategy that addresses what society is experiencing, how this is reshaping the social sector, and what leaders need to respond with equity, tangible change and care for communities, whilst sustaining their own wellbeing. This included hosting a two-day event bringing together 28 alumni from across programme years (from 2010 to 2025), places and professional backgrounds, and represents the most significant alumni engagement in our strategy development to date.

Our strategic ambition and direction are now being refined, and central to this will be a focus on developing leadership so that it truly reflects the society we serve, especially those who access social purpose organisations and charitable service. The public launch of the strategy is planned for summer 2026.

Statement of trustee responsibilities

The trustees (who are also directors of the Clore 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 26 June 2026 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 Clore Social Leadership board.

Vyla L. Rollins, Chair

Vyla is an award-winning Organisational Psychologist, Executive Coach, and organisational and boardroom effectiveness consultant, with over 40 years of experience spanning the private, public, and voluntary/not-for-profit sectors. She is a longstanding Programme Director within London Business School's Executive Education Department, where she leads, designs, and delivers selected bespoke programmes for the School's organisational clients. In addition, she coaches on a range of degree, open enrolment, and customised Executive Education programmes at LBS. She previously served as Executive Director of London Business School's Leadership Institute, where she led work focused on generating research and thought leadership on leadership and the practice of leading, while also fostering dialogue that challenges prevailing assumptions and explores emerging and future leadership challenges.

Vyla is also the founder of Rubato Global Consulting Limited, a strategic organisational development advisory firm. Through her work with Rubato Global, she focuses on helping accelerating the development of the skills, behaviours, mindsets, and leadership capabilities required to deliver organisational and societal goals - driving positive impact across businesses, social systems, and multi-stakeholder ecosystems.

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 Clore 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, and is an associate of the Centre for Young Lives.

Gabby Jahanshahi-Edlin

Gabby consults with solopreneurs and organisations at intersection of Brand, Communications & Culture. 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 this, she 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 Clore Social Leadership, and an Ambassador for Huckletree.

Nicola Kidston

Nicola has spent over 25 years working in the social sector, driven by a belief that good leadership creates lasting change for communities and the people within them. As founder of NK Coaching & Consulting and a Senior Accredited Coach (EMCC), Nic works with leaders and teams across multiple sectors to build the clarity, confidence and resilience to lead effectively through complexity and change. Her career spans Co-CEO at Peer Power Youth, Head of Programme at The Bell Foundation, Director of Development and Partnerships at the Foyer Federation, and earlier roles in youth justice - experience that has given her a grounded, practical understanding of what leadership in the social sector really involves. A Clore Social Leadership Fellow since 2016, Nic joined the Board as a Trustee to contribute to an organisation she values deeply, one that invests in people, builds strong networks, and supports leaders to grow with skill, self-awareness and purpose.

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.

Appendix II: Senior Leadership Team Biographies

As of June 2026

Nadia Alomar - Chief Executive

Nadia is the Chief Executive of Clore Social Leadership. Her passion for positive social change has driven her career in the social sector. She has specialised in strategic communications and stakeholder relations, working with both national and global non-profit organisations. Her work spans strategic development, audience growth and income generation, supporting organisations to be more impactful, diverse and financially sustainable.

In her previous roles, Nadia has focused on strategic communications across various sectors, including youth, medical and professional education and training. In the youth sector, she led campaigns that elevated the voices of young people and created platforms for their development. Within the medical sector, Nadia worked on strategic communications to improve community health outcomes, with a particular focus on diversity and inclusion in healthcare messaging. Her work in professional education and training centred on marketing and engagement strategies designed to foster inclusivity and enhance access to learning opportunities for diverse audiences.

At Clore Social Leadership, Nadia and the team drive forward initiatives that break down barriers to leadership, promote diversity and create inclusive pathways for all leaders, ensuring the social sector remains a place for positive and impactful change.

Jenny Munday - Director of Development (currently on leave)

Jenny is responsible for the fundraising efforts within the organisation and in close collaboration, the development of new programmes and projects. A Clore 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.

Char Bevan - Interim Director of Development

Char brings over 15 years in the social sector creating and scaling youth-led programmes, growing income, expanding teams and developing partnerships. Char is particularly passionate about empowering women and girls. She founded Flourish, a charity that supports girls through mentoring and participation programmes, and served as Co-CEO for 10 years, leading its growth and impact. As a Clore Social Fellow, Char draws on both her first-hand experience of Clore Social's programmes and her extensive leadership background in the charity sector to drive income generation and strategic growth in her role as Interim Director of Development.

Amit Chadda - Director of Programmes

Amit leads the strategic development of our leadership programmes. A leadership and learning development specialist and facilitator, he brings a wealth of experience from across the charity and non-profit sector, alongside a background in educational leadership.

Amit has also contributed to the strategic direction and impact of a number of social justice-focused organisations through his work on boards, supporting organisational development, work on equity and inclusion as well as the design of programmes and community projects. Amit is deeply committed to supporting and enabling social purpose leaders to connect, grow and lead meaningful change.

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

Opinion

We have audited the financial statements of Clore Social Leadership (the 'charitable company') for the year ended 31 December 2025 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 2025 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 Report of the Trustees.

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 Billinghurst FCA
Senior Statutory Auditor

for and on behalf of Knox Cropper LLP
Chartered Accountants and Registered Auditors
65 Leadenhall Street London EC3A 2AD

Statement of Financial Activities 2025

The Clore Social Leadership Programme
Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	175,000	-	**175,000**	25,000	-	25,000
Charitable activities	3						
Guided Programmes		174,959	-	**174,959**	203,774	-	203,774
Online learning		6,317	-	**6,317**	8,025	-	8,025
Organisational Learning and Development		253,364	-	**253,364**	165,147	-	165,147
Community Programmes		-	572,118	**572,118**	-	315,948	315,948
Investments		6,052	-	**6,052**	5,649	-	5,649
Total income		615,692	572,118	**1,187,810**	407,595	315,948	723,543
Expenditure on:							
Raising funds	4	85,392	-	**85,392**	82,697	-	82,697
Charitable activities	4						
Guided Programmes		224,374	-	**224,374**	241,152	-	241,152
Online learning		7,849	-	**7,849**	8,383	-	8,383
Organisational Learning and Development		211,717	-	**211,717**	198,926	-	198,926
Community Programmes		73,116	368,417	**441,533**	-	209,766	209,766
Total expenditure	4	602,448	368,417	**970,865**	531,158	209,766	740,924
Net income / (expenditure) for the year		13,244	203,701	**216,945**	(123,563)	106,182	(17,381)
Transfers between funds		-	-	-	-	-	-
Net income / (expenditure) before other recognised gains and losses		13,244	203,701	**216,945**	(123,563)	106,182	(17,381)
Net movement in funds		13,244	203,701	**216,945**	(123,563)	106,182	(17,381)
Reconciliation of funds:							
Total funds brought forward		123,220	234,532	**357,752**	246,783	128,350	375,133
Total funds carried forward	16	136,464	438,233	**574,697**	123,220	234,532	357,752

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 Note16 to the financial statements.

The notes on pages 35 to 44 form part of these financial statements.

The Clore Social Leadership Programme

Company no. 07222275

Balance sheet

As at 31 December 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	10		**7,710**		-
			7,710		-
Current assets:					
Debtors	11	**275,688**		132,845	
Cash at bank and in hand		**448,713**		412,215	
		724,401		545,060	
Liabilities:					
Creditors: amounts falling due within one year	12	**157,414**		187,308	
Net current assets / (liabilities)			**566,987**		357,752
Total net assets / (liabilities)	15		**574,697**		357,752
The funds of the charity:	16				
Restricted income funds			**438,233**		234,532
Unrestricted income funds:					
General funds		**136,464**		123,220	
Total unrestricted funds			**136,464**		123,220
Total charity funds			**574,697**		357,752

Approved by the trustees on **26 June 2026** and signed on their behalf by

Vyla Rollins

..... - Trustee

Vyla L. Rollins - Chair of Board of Trustees

The Clore Social Leadership Programme
Statement of cash flows

For the year ended 31 December 2025

	Note	£	2025 £	£	2024 £
Net income / (expenditure) for the reporting period			**216,945**		(17,381)
Depreciation charges			**1,623**		-
Dividends, interest and rent from investments			**(6,052)**		(5,649)
(Increase)/decrease in debtors			**(142,843)**		(16,499)
Increase/(decrease) in creditors			**(29,894)**		74,228
Net cash from/(used in) operating activities			**39,779**		34,699
Cash flows from investing activities:					
Dividends, interest and rents from investments		6,052		5,649	
Net cash provided by / (used in) investing activities			(3,281)		5,649
Net cash provided by / (used in) financing activities			-		-
Change in cash and cash equivalents in the year			36,498		40,348
Cash and cash equivalents at the beginning of the year			412,215		371,867
Cash and cash equivalents at the end of the year			448,713		412,215

Analysis of cash and cash equivalents

	At 31 December 2025 £	At 31 December 2024 £
Cash in hand and at bank	448,713	412,215
Total cash and cash equivalents	**448,713**	412,215

Analysis of changes in net debt

	At Start of year £	Cashflows £	At end of year £
Cash in hand and at bank	412,215	36,498	448,713

The Clore Social Leadership Programme
Notes to the financial statements

For the year ended 31 December 2025

1 Accounting policies

a) Company information

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

b) Basis of preparation

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

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

c) Public benefit entity

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

d) Going concern

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

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

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

e) Income

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

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

f) Donations of gifts, services and facilities

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

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

The Clore Social Leadership Programme
Notes to the financial statements

For the year ended 31 December 2025

1 Accounting policies (continued)

g) Interest receivable
Interest on funds held on deposit is included when receivable.

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

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

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

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

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

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

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

Guided Programmes	26%
Online learning	1%
Organisational Learning and Development	18%
Community Programmes	55%

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

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

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

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

Computer Equipment	3 years
Office Equipment	3 years
Furniture	10 years

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 Clore Social Leadership Programme
Notes to the financial statements

For the year ended 31 December 2025

2 Income from donations

	Unrestricted £	Restricted £	**2025 total Total £**	2024 Total £
This Day Foundation	150,000	-	**150,000**	-
Rank foundation	25,000	-	**25,000**	25,000
	175,000	-	**175,000**	25,000

All income in 2024 was unrestricted

3 Income from charitable activities

	Unrestricted £	Restricted £	**2025 Total £**	2024 Total £
Guided Programmes	174,959	-	**174,959**	203,774
Online learning	6,317	-	**6,317**	8,025
Organisational Learning and Development	253,364	-	**253,364**	165,147
Community Programmes	-	572,118	**572,118**	315,948
Total income	434,640	572,118	**1,006,758**	692,894
Total income from charitable activities	434,640	572,118	**1,006,758**	692,894

Income in 2025 comprised of unrestricted income of £434,640 (2024: £376,946) and restricted income of £572,118 (2024: £315,948).

The Clore Social Leadership Programme
Notes to the financial statements

For the year ended 31 December 2025

4 Analysis of expenditure

	Cost of raising funds £	Guided Programmes £	Online learning £	Organisational Learning and Development £	Community Programmes £	Governance costs £	Support costs £	**2025 Total £**	2024 Total £
Staff costs (Note 6)	74,186	76,375	3,536	55,291	167,260	-	96,819	**473,467**	366,489
Central tuition	-	42,098	825	66,355	43,098	-	1,727	**154,103**	174,830
Residential costs	-	42,335	-	80,234	34,312	-	1,476	**158,357**	81,984
Other programme delivery costs	-	4,069	-	(31,094)	32,504	-	4,564	**10,043**	2,532
Marketing, website and database	698	-	-	-	353	-	19,653	**20,704**	48,552
Staff travel and other staff costs	669	-	-	-	-	-	16,148	**16,817**	7,600
Partnerships	-	-	-	-	7,000	-	-	**7,000**	-
Rent and utilities	-	-	-	-	-	-	14,545	**14,545**	11,685
Programme consultants	-	-	-	-	29,000	-	-	**29,000**	-
Office costs	9,839	2,958	870	-	2,155	-	26,326	**42,148**	25,367
Legal & professional	-	-	-	-	2,032	10,020	31,006	**43,058**	21,885
Depreciation	-	-	-	-	-	-	1,623	**1,623**	-
	85,392	167,835	5,231	170,786	317,714	10,020	213,887	**970,865**	740,924
Support costs	-	54,009	2,500	39,099	118,278	-	(213,887)	-	-
Governance costs	-	2,530	117	1,832	5,541	(10,020)	-	-	-
Total expenditure 2025	**85,392**	**224,374**	**7,849**	**211,717**	**441,533**	**-**	**-**	**970,865**	**740,924**
Total expenditure 2024	82,697	241,152	8,383	198,926	209,766	-	-	740,924	

Of the total expenditure, £602,448 was unrestricted (2024: £531,158) and £368,417 was restricted (2024: £209,766).

The Clore Social Leadership Programme
Notes to the financial statements

For the year ended 31 December 2025

5 Net incoming resources for the year

This is stated after charging / crediting:

	2025	2024
	£	£
Auditors' remuneration (excluding VAT):		
Audit	**10,020**	9,768

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

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	**423,995**	328,030
Social security costs	**41,584**	31,738
Employer's contribution to defined contribution pension schemes	**7,888**	6,720
	473,467	366,488

Termination payments totalling £18,400 were made during the year (2024: nil)

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

	2025	2024
	No.	No.
£60,000 - £69,999	**1**	-
£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 Programmes and the Director of Development, were £274,684 (2024: £258,461).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

During the year, a trustee was reimbursed for travel expenses of £176 (2024: £165).

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For the year ended 31 December 2025

7 Staff numbers

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

	2025	2024
	No.	No.
Cost of raising funds	**1.3**	1.0
Guided Programmes	**1.4**	1.2
Online learning	**0.1**	0.1
Organisational Learning and Development	**1.0**	0.9
Community Programmes	**3.0**	2.3
Governance and support	**1.7**	1.3
	8.5	6.8

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

	2025	2024
	No.	No.
Cost of raising funds	**1.7**	1.0
Guided Programmes	**1.8**	1.2
Online learning	**0.1**	0.1
Organisational Learning and Development	**1.3**	0.9
Community Programmes	**3.9**	2.3
Governance and support	**2.2**	1.3
	11.0	6.8

8 Related party transactions

There are no other related party transactions to disclose for 2025 (2024: none).

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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	9,333	**9,333**
At the end of the year	34,060	**34,060**
Depreciation		
At the start of the year	24,727	**24,727**
Charge for the year	1,623	**1,623**
At the end of the year	26,350	**26,350**
Net book value		
At the end of the year	7,710	**7,710**
At the start of the year	-	-

All of the above assets are used for charitable purposes.

11 Debtors

	2025 £	2024 £
Other debtors	**55,589**	51,374
Prepayments and accrued income	**220,099**	81,471
	275,688	132,845

12 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	**55,482**	-
Taxation and social security	**15,393**	9,703
Other creditors	**1,790**	1,213
Accruals	**10,000**	61,642
Deferred income (note 13)	**74,749**	114,750
	157,414	187,308

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For the year ended 31 December 2025

13 Deferred income

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

	2025 £	2024 £
Balance at the beginning of the year	**114,750**	59,324
Amount released to income in the year	**(114,750)**	(59,324)
Amount deferred in the year	**74,749**	114,750
Balance at the end of the year	**74,749**	114,750

14 Financial Instruments

	2025 £	2024 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	**55,589**	51,374
Carrying amount of financial liabilities		
Measured at amortised cost	**67,272**	62,855

15 Analysis of net assets between funds

	General unrestricted £	Designated £	Restricted £	Total funds 2025 £
Tangible fixed assets	7,710	-	-	**7,710**
Net current assets	128,754	-	438,233	**566,987**
Net assets at the end of the year	**136,464**	**-**	**438,233**	**574,697**

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

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16 Movements in funds

	At 1 January 2025 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 December 2025 £
Restricted funds:					
Guided Programmes	47,245	-	-	-	**47,245**
Community Programmes	187,287	572,118	(368,417)	-	**390,988**
Total restricted funds	234,532	572,118	(368,417)	-	**438,233**
Unrestricted funds:					
General funds	123,220	615,692	(602,448)	-	**136,464**
Total unrestricted funds	123,220	615,692	(602,448)	-	**136,464**
Total funds	357,752	1,187,810	(970,865)	-	**574,697**

	At 1 January 2024 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 December 2024 £
Restricted funds:					
Guided Programme	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**

17 Purposes of restricted funds

Guided programme funds support a range of leadership development programmes for aspiring, emerging and experienced leaders across the social sector. These include our high-impact programmes, which are open to leaders from a wide range of organisations and causes, and form a core part of our commercial offer. Balances at year end will be carried forward to enable the completion of programmes scheduled into 2026.

Community programme funds are used to deliver place-based and targeted leadership development programmes across England and Wales. These programmes are typically fully funded or highly subsidised, ensuring access for leaders from smaller and grassroots organisations, as well as those from underrepresented or underserved groups. This includes a focus on advancing gender equality, racial equity, and supporting leaders in rural and coastal communities and across specific sectors, such as women and girls.