

Company number: 07222275

Charity number: 1136727

# **The Clore Social Leadership Programme**

## **Report and Financial Statements**

**31 December 2013**

**sayer vincent**

auditors and advisors



## The Clore Social Leadership Programme

### Reference and administrative details

For the year ended 31 December 2013

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**Solicitors**

S J Berwin LLP  
10 Queen Street Place  
London  
EC4 1BE

**Auditors**

Sayer Vincent LLP  
Chartered accountants and registered auditors  
8 Angel Gate  
City Road  
London  
EC1V 2SJ

## The Clore Social Leadership Programme

### Report of the trustees

#### For the year ended 31 December 2013

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The trustees present their report and the audited financial statements for the year ended 31 December 2013.

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 1 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 2005).

#### Background

The Clore Social Leadership Programme 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 through an individualised Fellowship Programme. Dame Mary Marsh was appointed as the Founding Director and she set up the Programme, raised additional funds, appointed the small staff team and recruited the first cohort of Clore Social Fellows in 2009. The fifth cohort was recruited in 2013.

The Board of Trustees was recruited in 2009 with the appointment of the Chair, Sir John Gieve, followed by the first group of Trustees by the end of the year. The Clore Social Leadership Programme was registered as a Company limited by guarantee in April 2010 and it gained charitable status on 5 July 2010.

This Trustees report covers the third full financial year as an independent charity.

#### Objectives and Activities

The charitable objects of the Clore Social Leadership Programme state that the charity promotes and supports the education, development and training of actual and potential 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 Clore Social Leadership Programme is modelled on the Clore Leadership Programme for the cultural sector which has been established for ten years. This previous experience in a different context proved of great help in adapting the framework to create a leadership development programme that is relevant for social sector leaders.

#### Purpose

The Clore Social Leadership Programme seeks to identify, connect and develop aspiring leaders with a social purpose who are working for the benefit of individual and communities across the UK.

This will be achieved through the following objectives and strategy:

- To build the Fellowship with up to 20 Clore Social Fellows in each cohort, maintaining the diversity of Fellows from across the UK and securing their learning from each other  
*By raising additional funds for a full cohort of Fellows each year and effectively recruiting a strong field of candidates*  
*By supporting the Fellowship as it grows to maximise the benefit to all Fellows of connection and interaction across successive cohorts*
- To have a positive impact for individuals and their communities from the work of Clore Social Fellows including in their secondments and practice-based research and in the leadership roles they progress to thereafter

## The Clore Social Leadership Programme

### Report of the trustees

#### For the year ended 31 December 2013

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*By recruiting committed, values-based and reflective aspiring leaders to the Programme*

*By securing successful secondment placements and well focused research with all Fellows*

*By tracking the outcomes and impact they achieve in the roles they take up after their Fellowship*

- To secure sustainable income streams to make all this possible including potential sources of earned income  
*By maintaining a successful fundraising strategy and diversifying income generation models*
- To be highly effective in all aspects of Clore Social activity including its own governance and leadership and its delivery and outcomes  
*By working in line with our values and guidance to Fellows while constantly evaluating and improving the Programme, including market-testing its relevance and capacity to add value*
- To share learning about leadership development for the social sector including our own evaluation findings, and provide leadership to a wider debate to strengthen leadership capacity in the sector  
*By regular dissemination of all our findings and reports using the Programme website with links to relevant partners*  
*By an effective communications strategy including online and wider media profile, social media engagement, contributing to events, speaking and publishing articles*
- To maintain a strong UK-wide perspective and build social sector connections across devolved administrations  
*By regular and close contact with all administrations, Ministers, civil servants and key politicians, and with social purpose organisations and activities across the UK, making the most of Fellows' presence in the nations and regions*  
*By targeting specific underrepresented areas through events and particular Fellowships*
- To build cross-sector connections with the private, public and social sector including leadership development in all sectors  
*By engaging with those across all sectors involved in leadership development, sharing learning and experience (including through Fellows' secondments and research projects)*
- To build international connections through funding and appointing some Fellows with international social action experience based from the UK  
*By extending eligibility to potential Fellows from UK-based INGOs bringing international connections and learning to the Programme and so additional funding sources*

#### **Public benefit**

Trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission. The Fellows contribute directly to public benefit through positive outcomes for individuals and their communities through their Fellowship activities while on the Programme and in their subsequent leadership of social purpose organisations and partnerships. The Programme seeks to share all its learning about effective social leadership widely so that as many people as possible can themselves benefit and improve outcomes for beneficiaries.

#### **Achievements and Performance**

2013 was the fourth operational year that the Programme was active. It seeks to meet a widely recognised lack of opportunities for potential leaders working within the social sector to have access to leadership development opportunities which are available in the private and the public sectors. Five years on this deficit in social purpose leadership development remains and appears to be increasing given the rising demand for places on the Fellowship.

## **The Clore Social Leadership Programme**

### **Report of the trustees**

#### **For the year ended 31 December 2013**

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By the end of 2013 the third cohort of Clore Social Fellows had all completed their active Fellowship. Their research reports are all available on the website and in some cases actively promoted at launch events, with active engagement with people across the social sector and related media. Through this they have met one of the key objectives of the Programme, to address issues of concern and interest to the social sector and share the thought leadership that has emerged from the Fellows' research.

The 2013 cohort of Clore Social Fellows have completed the key elements of the Programme including attendance together at two week-long residential in January and September and a short three-day workshop in June. Each Fellow created an individual leadership development plan which has been the basis for organising their personal programme and monitoring their progress throughout the year, starting with the outcomes of the 360 degree review they undertook before it began. Four 2013 Fellows completed their active Fellowships in the first year.

Most Fellows have already taken advantage of the opportunity to have individual executive coaching and they have all used their personal tuition budget to fund a wide range of courses and activities.

By the end of 2013, from the start of the Programme 51 fellows had completed their active fellowships with every fellow finishing on time.

During 2013 a fifth cohort of Clore Social Fellows for 2014 was recruited from a strong field of applicants. They represent, as in previous cohorts, a wide diversity of experience and potential from across the social sector in the UK, including the devolved countries and some with international experience. They started their leadership development with the Programme by completing their 360 degree reviews at the end of 2013.

There have been significant changes in the small staff team due to several unconnected circumstances, including one maternity leave. The new team joined over the summer and a highly effective handover was achieved. The team have continued to further develop the Programme very successfully with the benefit of fresh perspectives and capabilities to build on the strong position and brand. The Programme continues to be widely recognised and very well regarded. This profile achieves much more than what might reasonably be expected at the end of the first four years of activity. The achievements so far and the potential for further developments are recognised by the progress and impact of the Fellows and the wide range of partnerships, generous funding and support that the Programme has secured.

#### **Trustees**

The original members of the Board of Trustees were appointed in January 2010 following an open application. Two more Trustees were appointed in 2012 following a vacancy and a decision to fill an original post held vacant. A skills review was used to provide an understanding of the wider range of backgrounds and experience needed on the Board. One Trustee resigned and one new Trustee was appointed in 2013. See Appendix for more details about the current Trustees.

#### **Staff**

The strong staff team is led by the Founding Director, Dame Mary Marsh, who brings her own wide experience of leadership from across the public and private sectors as well as the social sector. The Fellowship Director, Siobhan Edwards, ran the Fellowship Programme for its first four years and she moved on in July 2013 to a freelance role. Liz Lowther was appointed as Programme Director and she is responsible for the two administrative staff who run the office. Alice Dyke joined in August for one year as Development Manager to cover for the absence of Hannah Wallace. This role holds responsibility for strengthening communications and wider external relationships, including the growing Fellowship network, now with 83 Fellows in total. See Appendix for more details about the staff team.

## **The Clore Social Leadership Programme**

### **Report of the trustees**

#### **For the year ended 31 December 2013**

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#### **Evaluation of the Programme**

The final year end report for 2012 by our initial evaluation partner The Work Foundation was published at the beginning of March 2013. During 2013, with support from funding by the Barrow Cadbury Trust, the team have developed a range of evidence and measures to use to continue to evaluate the effectiveness, outcomes and impact of the Programme. An evaluation survey was carried out in 2013 and analysed by an independent consultant, Dr Eve Poole.

#### **Financial Review**

The accounts cover the third full financial year that the charity was operational independently.

#### **Income**

The Clore Duffield Foundation gave a further annual grant of £500,000 in 2013 to cover staffing and other central operational costs and a contribution to the residential elements of the Programme. Funds to support individual Fellows, and in some cases Specialist Fellowships, were raised from a number of Foundations and Trusts, and corporate support.

Fundraising for the Programme has been remarkably successful but remains a high priority. Trustees are very grateful to the funders who committed to the Programme as early donors, in particular the Clore Duffield Foundation which took the initiative to begin the Programme.

Our thanks to all our other funders for 2013 listed below:

Barrow Cadbury Trust  
Cabinet Office, Deloitte  
Esmée Fairbairn Foundation  
Friends Provident Foundation  
HSBC  
Monument Trust  
National Housing Federation  
Nesta  
Oak Foundation  
Paul Hamlyn Foundation  
Pears Foundation  
Rank Foundation  
Resolution Trust

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

Funding was received towards the end of 2013 for the 2014 Fellowships. The total income for the year was £1,056,120. Funds carried forward to 2014 totalled £942,681 mostly restricted or designated to fund completion of the 2012 and 2013 Fellowships, and new Fellowships starting in 2014.

#### **Expenditure**

Expenditure came in generally below budget as projected during the year. This was partly due to the majority of the 2013 Fellows who planned to complete their programme part-time, over up to two years. Any surplus at the year end transfers forward to the continuing cost of their individual leadership development programmes into the second year. The final outturn of spending for the full year was £992,101.

## **The Clore Social Leadership Programme**

### **Report of the trustees**

#### **For the year ended 31 December 2013**

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Trustees intend to keep the operational costs of the Programme close to their current level as the number of Fellows grows to the planned 20 each year, dependent on sufficient funding being raised to cover the direct costs of each individual's leadership development programme.

#### **Reserves**

The Trustees intend to accumulate unrestricted funding surpluses into reserves as the Programme becomes more firmly established. In the early years the policy was to invest surpluses into further growth. The intention is to hold a reserve of at least £150,000 to cover four months of core operational expenditure (staff costs and office costs). This has now been achieved.

#### **Structure, Governance and Management**

The Programme is governed by a Memorandum and Articles of association as a company limited by guarantee. Its members are two Trustees of the Clore Duffield Foundation. Trustees are recruited by the agreement of the Board of Trustees, subject to the approval of the members.

Appointed Trustees are provided with 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.

The Director is responsible for the development of the Programme, the finances and promoting its wider influence. With the support of the Director, the Programme Director is responsible for day-to-day operations including the recruitment of Clore Social Fellows, the planning and delivery of the Programme and the individual progress of Fellows. The Development Manager is responsible for external affairs including communications and fundraising. They are supported by two administrative staff, a Finance Officer and a Programme Administrator. The Programme was fortunate to be invited by the Esmée Fairbairn Foundation to move in and share their office space in Kings Place in January 2013.

Trustees regularly review the progress of the Programme and its funding, including the achievements of individual Fellows. The Audit Committee reviews the risks, controls and financial management of the charity. Trustees are responsible for setting the strategy for the Programme 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 Director.

The major risks to the Programme have been identified and the management of them are monitored by the Audit Committee. This is reviewed periodically by all Trustees.

#### **Plans for 2014**

The fifth cohort of Clore Social Fellows will undertake their first year of the Programme. The model for the Programme was reviewed in 2013 and remains basically the same. Some aspects of the organisation and delivery have continued to improve as a result of the learning from running the Programme over the last four years. In the course of 2014 the remaining 2013 Fellows will complete their Fellowships.

Fundraising activity continues with both existing partners and potential new donors with the aim of raising funds for up to 20 Fellows for 2015. The outcomes of the Programme, including the achievements of individual Fellows, demonstrate the case for support for this. At the end of 2013 the Clore Duffield Foundation confirmed their long-term support beyond the end of 2015.



## **The Clore Social Leadership Programme**

### **Report of the trustees**

#### **For the year ended 31 December 2013**

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The recruitment of the sixth cohort of Fellows starts with open information evenings in March 2014, and applications open at the end of April in the same online format as previously. This is followed by staged assessments and interviews for the final shortlist. The 2015 Clore Social Fellows will be announced in November 2014.

#### **Statement of responsibilities of the trustees**

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 (United Kingdom Generally Accepted Accounting Practice).

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; and
- 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; and
- 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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2013 was 2 (2012:2).

## **The Clore Social Leadership Programme**

### **Report of the trustees**

**For the year ended 31 December 2013**

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#### **Auditors**

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the period and have expressed their willingness to continue in that capacity.

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

Approved by the Trustees on 17 June 2014 and signed on their behalf by

Sir John Gieve - Chair

## **Independent auditor's report**

### **To the members of**

#### **The Clore Social Leadership Programme**

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We have audited the financial statements of The Clore Social Leadership Programme for the year ended 31 December 2013 which comprise the statement of financial activities, balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, 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 auditors' 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 members, as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditor**

As explained more fully in the statement of responsibilities of the trustees set out in the report of the trustees, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

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 2013 and of its incoming resources and application of resources, including 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.

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

In our opinion the information given in the report of the trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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

## **Independent auditor's report**

**To the members of**

**The Clore Social Leadership Programme**

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- 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; or
- the trustees were not entitled to take advantage of the small companies exemption in preparing the report of the trustees.

Catherine Sayer (Senior statutory auditor)

24 June 2014

for and on behalf of Sayer Vincent LLP, Statutory Auditors

8 Angel Gate, City Road, LONDON EC1V 2SJ

**The Clore Social Leadership Programme**

**Statement of Financial Activities** *(incorporating an Income and Expenditure Account)*

**For the year ended 31 December 2013**

	Note	Restricted £	Unrestricted £	2013 Total £	2012 Total £
<b>Incoming resources</b>					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	16,667	575,000	<b>591,667</b>	559,333
Investment income		-	2,403	<b>2,403</b>	1,441
<i>Incoming resources from charitable activities</i>					
Fellowships	3	205,800	256,250	<b>462,050</b>	495,500
<b>Total incoming resources</b>		<b>222,467</b>	<b>833,653</b>	<b>1,056,120</b>	<b>1,056,274</b>
<b>Resources expended</b>					
<i>Charitable activities</i>					
Fellowships		255,361	672,485	<b>927,846</b>	1,032,476
<i>Governance costs</i>		-	64,255	<b>64,255</b>	60,447
<b>Total resources expended</b>	5	<b>255,361</b>	<b>736,740</b>	<b>992,101</b>	<b>1,092,923</b>
<b>Net incoming resources before transfers</b>	6	<b>(32,895)</b>	<b>96,913</b>	<b>64,019</b>	<b>(36,649)</b>
Gross transfers between funds	13	(33,651)	33,651	-	-
<b>Net movement in funds</b>		<b>(66,546)</b>	<b>130,564</b>	<b>64,019</b>	<b>(36,649)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	13	<b>375,270</b>	<b>503,392</b>	<b>878,662</b>	<b>915,311</b>
<b>Total funds carried forward</b>		<b>308,724</b>	<b>633,956</b>	<b>942,681</b>	<b>878,662</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the financial statements.

**The Clore Social Leadership Programme**

**Balance sheet**

**Company number: 07222275**

**As at 31 December 2013**

	Note	£	2013 £	2012 £
<b>Current assets</b>				
Debtors	10	<b>8,043</b>		5,774
Cash at bank and in hand		<b><u>1,134,572</u></b>		<u>993,026</u>
		<b>1,142,615</b>		998,800
<b>Liabilities</b>				
Creditors: amounts due within one year	11	<b><u>199,934</u></b>		<u>120,138</u>
<b>Net current assets</b>			<b><u>942,681</u></b>	<u>878,662</u>
<b>Net assets</b>	12		<b><u><u>942,681</u></u></b>	<u><u>878,662</u></u>
<b>The funds of the charity</b>				
Restricted funds	13		<b>308,725</b>	375,270
Unrestricted funds				
Designated funds for Fellowship costs			<b>402,232</b>	356,360
General funds			<b><u>231,724</u></b>	<u>147,032</u>
<b>Total charity funds</b>			<b><u><u>942,681</u></u></b>	<u><u>878,662</u></u>

Approved by the trustees on 17 June 2014 and signed on their behalf by

Sir John Gieve - Chair

## The Clore Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2013

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##### 1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable.
- c) Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where income has been received for Fellowships starting in the accounting period, it is recognised in full in the financial statements when received, and any amounts in respect of continuing Fellowships which are unspent at the period end are carried forward as restricted fund balances to be spent in future accounting periods. Where at the accounting year end Fellowships are continuing and income has not yet been received in respect of the uncompleted element of the Fellowship, the income is not recognised. Further income in respect of the uncompleted element will be recognised in the accounting period when it is received, or that in which the relevant parts of the Fellowship have been completed, whichever is earlier.

Donated services are included where there is a quantifiable and measurable benefit to the charity at the price at which the charity estimates an equivalent service could be obtained on the open market.

- d) 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.
- e) Unrestricted funds are donations and other incoming resources received or generated for the charitable
- f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- g) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

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, 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.

Fellowships	91%
Governance costs	9%

Governance 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.

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

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2013

#### 2. Voluntary income

	Restricted £	Unrestricted £	2013 Total £	2012 Total £
Clore Duffield Foundation core funding	-	500,000	<b>500,000</b>	500,000
Other grant income and small donations	-	50,000	<b>50,000</b>	51,000
Cabinet Office-Leading Social Review	16,667	-	<b>16,667</b>	8,333
Donated services (note 4)	-	25,000	<b>25,000</b>	-
Total	<u>16,667</u>	<u>575,000</u>	<u><b>591,667</b></u>	<u>559,333</u>

#### 3. Incoming resources from charitable activities

	Restricted £	Unrestricted £	2013 Total £	2012 Total £
General Fellowship income	-	85,000	<b>85,000</b>	145,000
Cabinet Office Fellowship funding	-	26,250	<b>26,250</b>	-
2012 Fellowship income	-	-	-	35,000
2013 Fellowship income	50,800	-	<b>50,800</b>	295,500
2014 Fellowship income	155,000	145,000	<b>300,000</b>	20,000
Total	<u>205,800</u>	<u>256,250</u>	<u><b>462,050</b></u>	<u>495,500</u>

#### 4. Donated services

	Restricted £	Unrestricted £	2013 Total £	2012 Total £
Rent of office space in Esmee Fairbairn	-	22,500	<b>22,500</b>	-
Use of events space in Esmee Fairbairn	-	2,500	<b>2,500</b>	-
Total	<u>-</u>	<u>25,000</u>	<u><b>25,000</b></u>	<u>-</u>

From January to December 2013 the Clore Social Leadership Programme had the use of Esmee Fairbairn Foundation's office at 90 York Way free of charge. This included the use of office space and communal areas for events use. The annual cost is estimated at around £25,000.



## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2013

#### 5. Total resources expended

	Fellowships	Governance Costs	Support Costs	2013 Total	2012 Total
	£	£	£	£	£
Staff costs (Note 7)	-	26,884	262,115	<b>288,999</b>	251,215
Programme costs	39,678	-	-	<b>39,678</b>	45,498
Residential costs	73,271	-	-	<b>73,271</b>	56,948
Central tuition	74,559	-	-	<b>74,559</b>	97,801
Evaluation, learning & sharing	2,449	-	-	<b>2,449</b>	41,708
Research	40,264	-	-	<b>40,264</b>	64,428
Individual tuition	119,123	-	-	<b>119,123</b>	128,473
Bursaries	291,373	-	-	<b>291,373</b>	337,042
Office costs	-	0	16,536	<b>16,536</b>	45,780
Legal & professional	-	6,600	1,381	<b>7,981</b>	9,606
Other staff costs	-	-	11,546	<b>11,546</b>	7,380
Trustee costs	-	1,322	-	<b>1,322</b>	7,044
Rent and events space donated services	-	-	25,000	<b>25,000</b>	-
	<u>640,717</u>	<u>34,806</u>	<u>316,578</u>	<b><u>992,101</u></b>	<u>1,092,923</u>
Support Costs	<u>287,129</u>	<u>29,449</u>	<u>(316,578)</u>	<u>-</u>	<u>-</u>
<b>Total resources expended</b>	<b><u>927,846</u></b>	<b><u>64,255</u></b>	<b><u>-</u></b>	<b><u>992,101</u></b>	<b><u>1,092,923</u></b>

## The Clore Social Leadership Programme

### Notes to the financial statements

#### For the year ended 31 December 2013

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#### 6. Net incoming resources for the year

This is stated after charging / crediting:

	<b>2013</b>	2012
	£	£
Auditors' remuneration:		
▪ audit	<b>5,500</b>	4,200
▪ other services	-	-
Trustees' remuneration	<b>NIL</b>	NIL
Trustees' expenses	<b>120</b>	368

Expenses were paid to or on behalf of one Trustee during the year for costs incurred attending meetings and carrying out their duties as trustees. (2012 - One).

#### 7. Staff costs and numbers

Staff costs were as follows:

	<b>2013</b>	2012
	£	£
Salaries and wages	<b>240,810</b>	208,247
Social security costs	<b>28,158</b>	24,402
Pension contributions	<b>20,031</b>	18,566

**288,999**      251,215

Total emoluments paid to staff were:

**260,841**      226,813

Employees with annual emoluments over £60,000 were as follows:

	<b>No.</b>	No.
£100,001 - £110,000	<b>1</b>	1

Pension contributions paid in respect of this employee were £10,080

The average weekly number of employees (full-time equivalent)

	<b>2013</b>	2012
	No.	No.
Fellowships	<b>3.9</b>	3.1
Governance	<b>0.4</b>	0.3

**4.3**      3.4

#### 8. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2013

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#### 9. Related Party Disclosure

The Articles of Association of the charitable company require that all members of the Clore Social Leadership Programme are also trustees of the Clore Duffield Foundation. They also require that at least one trustee of the charity is also a trustee of the Clore Duffield Foundation.

The Clore Duffield Foundation provides core funding and Fellowship bursaries to the Clore Social Leadership Programme, as disclosed in the financial statements and notes.

In addition, Arabella Duffield, Trustee, is the daughter of Dame Vivien Duffield who is the Chair of the Clore Duffield Foundation and a Founder Member of the Clore Social Leadership Programme.

Three trustees made donations to fund Fellowships during the year.

#### 10. Debtors

	2013	2012
	£	£
Prepayments	7,993	5,774
Other Debtors	50	-
	<u>8,043</u>	<u>5,774</u>

#### 11. Creditors: amounts due within one year

	2013	2012
	£	£
Trade creditors	78,574	114,848
Accruals	6,360	5,290
Deferred Income	115,000	-
	<u>199,934</u>	<u>120,138</u>

#### 12. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Net current assets	<u>308,725</u>	<u>402,232</u>	<u>231,724</u>	<u>942,681</u>
Net assets at the end of the year	<u>308,725</u>	<u>402,232</u>	<u>231,724</u>	<u>942,681</u>

## The Clore Social Leadership Programme

### Notes to the financial statements

For the year ended 31 December 2013

#### 13. Movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Evaluation Fund	-	12,000	4,849	-	<b>7,151</b>
Business Development Fund	6,324	-	2,639	682	<b>4,367</b>
Business Capability Fund	4,835	15,000	10,995	(4,835)	<b>4,005</b>
Accessibility Fund	234	-	199	6,599	<b>6,634</b>
Opportunity Fund	8,602	-	-	(8,602)	-
Cabinet Office-Leading Social Review	-	16,667	16,667	-	-
2011 Fellowships	15,608	-	5,678	(9,930)	-
2012 Fellowships	109,490	-	72,314	-	<b>37,176</b>
2013 Fellowships	210,177	23,800	141,520	(22,400)	<b>70,057</b>
2014 Fellowships	20,000	155,000	500	4,835	<b>179,335</b>
<b>Total restricted funds</b>	<b>375,270</b>	<b>222,467</b>	<b>255,361</b>	<b>(33,651)</b>	<b>308,725</b>
<b>Unrestricted funds:</b>					
Designated funds for Fellowship costs	356,360	306,250	294,029	33,651	<b>402,232</b>
General funds	147,032	527,403	442,711	-	<b>231,724</b>
<b>Total unrestricted funds</b>	<b>503,392</b>	<b>833,653</b>	<b>736,740</b>	<b>33,651</b>	<b>633,956</b>
<b>Total funds</b>	<b>878,662</b>	<b>1,056,120</b>	<b>992,101</b>	<b>-</b>	<b>942,681</b>

#### Purposes of restricted funds

Evaluation funds are for evaluation of the programme including fellows' filming and other sharing activities.

Business development funds are to fund a range of programme development activities.

The Business Capability fund was to fund a series of business capability workshops for 2013 Fellows.

Accessibility funds are to support access to the Programme and learning for developing blind leaders.

Opportunity funds are to enable learning across nations and regions.

Cabinet Office funds are to cover part of the Director's salary in respect of the Cabinet Office review work.

All other restricted funds provide funding for specific individual (Specialist) Fellowships.

#### Purposes of designated funds

Designated funds are to cover the costs of all other Fellowships (except the Specialist Fellowships).

#### Explanation of transfers

The underspend from last year's Business Capability fund was transferred to the 2014 Environment Specialist Fellowship.

The Opportunity fund was transferred to General Fellowships in line with agreement from the funder.

The transfers from 2011 restricted funds are unspent Fellowship funds which funders agreed to transfer to General Fellowships and Other Restricted funds.

Transfers from 2013 restricted Fellowship funds represent the elements of those Fellowships that are allocated to Central Tuition or Central Pool. £2,200 from each Fellowship is allocated to Central Tuition to cover core elements of the Fellowship, including the 360 degree assessment process, action learning set and workshops for the cohort of Fellows. £1,000 from each Fellowship is allocated to a 'Central Pool' to cover travel and accommodation costs for Fellows when attending compulsory Programme events, including residentials, Action Learning Sets and progress meetings.

## **The Clore Social Leadership Programme**

**For the year ended ended 31 December 2013**

### **APPENDIX**

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#### **Trustees**

##### **Sir John Gieve**

John Gieve was appointed as the first Chair of the Clore Social Leadership Programme in October 2009. He is also Chairman of VocaLink, which is the main provider of payment systems in the UK, a trustee of Nesta, and a director of Homerton NHS Trust, Morgan Stanley International, and CLS the foreign exchange settlement service.

He was Deputy Governor of the Bank of England from January 2006 until February 2009 where he was a member of the Monetary Policy Committee which sets interest rates in the UK and had responsibility for the Bank's Financial Stability work. He was a member also of the Board of the Financial Services Authority, the UK regulator of financial services and of the Financial Stability Forum, which has led on the international response to the financial crisis under the G20.

From 2001 to the end of 2005, he was the Permanent Secretary of the Home Office which had lead responsibility for government relations with the Voluntary and Community Sector as well as for criminal justice, counter-terrorism, policing, prisons, and immigration. Before that he spent twenty years at the UK Treasury, where he was private secretary to three Chancellors Lawson, Major, and Lamont and rose to head the Budget and Public Services directorates.

##### **Tina Alexandrou**

Tina Alexandrou is a Trustee of the Resolution Foundation, a social policy and research organisation whose goal is to improve the living standards for the 15 million people in Britain on low and middle incomes. Tina has been with the Foundation since its formation in 2005.

She is an Associate of Pilotlight, an organisation which works with small, ambitious charities to help a greater number of people more effectively. She is also a Founding Partner and Governor of an Ark Primary in White City, London.

Prior to her work in the third sector her career was spent in the insurance and banking industry both in the UK and internationally.

##### **Sue Clark**

Sue Clark was appointed Managing Director, SABMiller Europe in June 2012, previously having held the position of Corporate Affairs Director, SABMiller plc since 2003. Prior to this, she held a number of senior roles in UK companies, including Director of Corporate Affairs, Railtrack Group from 2000 to 2003 and Director of Corporate Affairs, Scottish Power plc from 1996 to 2000.

Ms Clark has a BSC Hons from Manchester University, UK and an MBA from Heriot Watt University, UK. Ms Clark is married and has two daughters.

##### **Naaz Coker**

Naaz Coker's career in the public and voluntary sectors spans forty years. From 2003 to 2011, she was the Chair of St George's Healthcare NHS Trust. She is currently a Non Executive Director on the National Audit Office Board as well as a trustee of The Royal College of Obstetrics and Gynaecology, C3 Collaborating for Health and the Clore Social Leadership Programme. During her two decades in the NHS she held many leadership roles ranging from Pharmaceutical and Clinical Director to General Manager of an acute hospital in London.

She has written widely on leadership and management, racism and ethnic health inequalities in the NHS. She has held numerous voluntary appointments including Chair of the British Refugee Council, Chair of Shelter, a trustee and deputy Chair of the RSA. Naaz grew up in Tanzania and completed her University studies in the UK. She has a Master's degree from the University of London and MBA from the Open University. She was awarded honorary doctorate degrees by Leeds Metropolitan University in 2005 and Birmingham City University in 2007. In November 2009, she was awarded the lifetime achievement award in the Lloyds TSB Jewel Awards for her contribution to public life.

## **The Clore Social Leadership Programme**

**For the year ended ended 31 December 2013**

### **APPENDIX**

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#### **Arabella Duffield**

Arabella Duffield has a PhD in Public Health. She worked extensively in Africa and Asia for ten years for the UN and non-governmental organisations including Save the Children. She completed the Sloan Programme at London Business School in 2008.

Arabella is currently a trustee of the Emergency Nutrition Network, the AD Charitable Trust and the Weizmann Institute in Israel.

#### **Charles Good**

After his early training as a chartered accountant with Robson Rhodes (now Grant Thornton) and the corporate finance department of SG Warburg & Co Ltd (now part of UBS), Charles has made a career of developing and financing entrepreneurs in the SME sector.

He has been active in a number of market segments, including technology, retailing, asset management, broking and oil and gas exploration. Most significant amongst these are Hurricane Exploration a north sea exploration company, Blooms of Bressingham Plc, AIM Garden Centre group, Citigate PR, Shoprite, and Ely Fund Managers Ltd and Dexia Private Banking UK.

He is currently chair of African specialist asset manager Hawkwood Capital Iip; Cox PowerTrain Ltd; The Upham Ale Co Ltd and The Friends of Christ Church Kensington Trust.

#### **David Harrel**

David Harrel was one of the founding partners of SJ Berwin LLP in 1982 and was made senior partner in 1992. He relinquished this role in 2006 and is now a consultant to the firm. He is inter alia senior non-executive director of Rathbone Brothers PLC, a member of the Board of the English National Opera, Chairman of Fairpoint PLC and a trustee of the Clore Duffield Foundation.

#### **Dominic Houlder**

Dominic Houlder is Adjunct Professor in Strategic and International Management at London Business School where he joined the Faculty in 1994. He is one of the leading experts on professional service firms in Europe. He was Associate Dean of the Sloan Fellowship Programme from 2002-5. In his earlier career he worked with The Boston Consulting Group and Blue Circle Industries plc.

#### **Patricia Lankester**

Patricia Lankester is an educationalist who works freelance across the areas of grant making, learning and culture. She taught Humanities subjects in North London comprehensive schools for eight years and then in the USA where she also worked in the American heritage sector. She was the first Head of Education at the National Trust, devising and establishing its UK wide programme.

Thereafter she was the Director of the Paul Hamlyn Foundation for seven years and a trustee of the Heritage Lottery Fund. She has been a trustee of the Tate and the National Gallery, and chair of the Tate Liverpool and Tate Britain Councils. She is currently a trustee of the Sage Music Centre in Gateshead, the Foundling Museum, the Chelsea Physic Garden and the Clore Social Leadership Programme, and a member of the Royal Shakespeare Company advisory panel.

She is professional adviser to a number of grant making bodies, including the Heritage Lottery Fund and the Clore Duffield Foundation, and a founder member of the Cultural Learning Alliance which has over 10,000 members and is working to ensure continuing access to culture for all children and young people in the current environment.

## **The Clore Social Leadership Programme**

**For the year ended ended 31 December 2013**

### **APPENDIX**

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#### **Cliff Prior CBE**

Cliff Prior is the Chief Executive of UnLtd, the Foundation for Social Entrepreneurs. He is also a member of Comic Relief's UK Grants Committee and Big Society Capital's Advisory Council, and is a trustee of the Local Trust and the health innovation agency UCL Partners. Cliff previously ran Rethink, which grew to become the UK's largest charity in mental health. He has held a number of public roles including at the Healthcare Commission, NHS Modernisation Board, and the Third Sector Advisory Body.

#### **Anna Southall**

Anna Southall is currently Vice Chair of Big Lottery Fund. She enjoyed a long and varied career in the public sector, ultimately as Director of the National Museums of Wales and then Chief Executive of MLA, the Museums Libraries and Archives Council. Since 1975 she has served on the boards of a number of grant making bodies, both independent and in the public sector.

She chaired the Barrow Cadbury Trust from 1996 to 2006, and remains Lead Trustee for the Young Adults and Criminal Justice programme. Anna is also Vice Chair of the Wales Millennium Centre in Cardiff, a director of Bristol Together, an innovative Community Interest Company working with ex-offenders, and trustee of a number of charities in Bristol, where she lives.

#### **Staff**

##### **Dame Mary Marsh, Founding Director**

Dame Mary was previously chief executive of NSPCC and headteacher of two comprehensive schools. She is a non-executive director of HSBC Bank plc and a member of the Governing Body at London Business School. She is non-executive director and chair of INSSO(UK) Ltd.

##### **Liz Lowther, Programme Director (Joined August 2013)**

Before joining the Clore Social team, Liz was Director of Fellowships at Leaders' Quest, where she set up and ran programmes to empower grassroots leaders around the world. Previously she worked for international development organisations VSO and Children in Crisis.

##### **Alice Dyke, Development Manager ( Joined August 2013, maternity cover)**

Previously Alice worked for the RSA, a 250 year old charity that turns ideas into action. She delivered a programme supporting RSA Fellows' social enterprises, ideas and projects. Before that she worked at Parliament's Education Service in youth and democratic engagement.

##### **Gail Lewis, Programme Administrator**

Before joining the Clore Social team Gail worked as South Coast Regional Officer at Future Leaders in a project delivery role working directly with participants and stakeholders in the South Coast region

##### **Hannah Wallace, Development Manager**

Hannah Wallace worked for Tony Blair Faith Foundation where she managed the Foundation's international Fellowship programme across the UK, North America and India, and their social action campaigns across 140 countries.

##### **Temitope Oyelere, Finance Officer (ACCA)**

Temi also works part time as a Finance Officer at Migrants Rights Network and worked as an analyst at KPMG Professional Services in Nigeria.