

Annual Report: 2025-2026



The Insurance
Institute of Leicester
Chartered Insurance Institute

Introduction

Members of Leicester Institute Council knew that there was a new broom from Day One. Almost the first action of incoming President, **Michelle South** Cert CII, was to arrange for the Institute's constitution to be circulated. It was a back-to-basics reminder that the objectives of Leicester Institute are the same as those of the CII - to enhance the education of members, promote best practices, and foster public trust in the insurance profession. As she reflects on her year in office, one of the achievements of which Michelle is most proud is the strengthening of Council by adding new members, increasing PFS representation, increasing the skills and knowledge base of Council and ensuring succession for key roles. Other highlights include:

- Leicester maintaining its 100% score in our annual assessment review by the CII
- delivery of another evolving education programme with a focus on face-to-face speakers and AI training
- raising £2,767 (plus gift aid) for the Local Air Ambulance, which funds the cost of a lifesaving mission
- celebrating the achievements of all new chartered members, as well as new Fellows and examination prize-winners, at the Annual Dinner
- Leicester CII being represented in the Lady Mayor's Parade in London. (Dame Susan Langley has an insurance background and, although the 697th Lord Mayor, she is the first to be styled Lady Mayor.)

Continuing Professional Development

Do you feel that you have invitations to webinars coming at you from all different directions? Our Education Committee shares that view. During 2025, we continued our previous practice of putting on regular webinars that would be of interest. More recently, the Committee, chaired by **Jason Beach**, decided to switch the focus towards more high-quality face-to-face events to enable members to meet informally again and differentiate ourselves from other CPD providers.

Using artificial intelligence (AI) might seem commonplace to many members now but that just shows the pace of change. When our incoming Deputy President, **Pardeep Gill**, proposed a series of training days nearly two years ago, run by the aptly named AI For Non-Techies, it was a groundbreaking initiative. It has also proved a successful one. On last November's full-day session at Winstanley House, we combined AI with techniques for shaping the workplace to accommodate five generations of talent, led by Leicester-born Becki Nazareth of Wonderful Brilliant. In March, we had a full day on how to integrate AI into all of our business (and some personal) activities. A quick plug: the last in the series, combining sharpened thinking with the Morning Gamechanger and creating your own GPTs is on April 27, click [here](#).

Other notable events were the half-day Introduction to Insurance for our newer members and a face-to-face update on Consumer Duty, Premium Finance and New FCA Rules by compliance expert Branko Bjelobaba.

Examinations

We've run examination training courses in the past solely for Leicester members. That works when there's a backlog of members wanting training. However, it means that some members have to wait a while for the right session. Our current practice is to work with other like-minded institutes so that training is available more-or-less when a member is ready. For CII exams, we use Intuition Training. PFS members prefer revision days; we are currently using Financial Adviser Academy.

In our opinion, helping members to get qualified is one of the most important functions of a local institute. If any member can't find the right course, please contact our Exam Lead, **Keith Torrance**, [here](#) and we'll see if we can help.

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Prize-Winners

We give two prizes for best performance in examinations. This year's winners are:

Best performance at Advanced Diploma (Associateship) – Jacob Siara APFS of Optimum Path Financial Planning (previously Hunter Aitkenhead & Walker). Not only did he achieve the highest average mark of his group, he was also, at age 24, the youngest member of it. Jacob wins £500.

Best performance at Diploma – Emma Raine Dip PFS of Boolers. Emma had the highest average mark of those achieving their Diploma and, at 27, was well below the average age of those doing so. Emma won £250.



Jacob Siara, left, and Emma Raine, right, receiving their prize from the President, with the CII's Immediate Past President, Ian Callaghan, in the background. Why the President's unusual appearance? See the Dinner report below.

The CII itself also awards prizes for examination performance. This year, Leicester excelled itself. Two of our members were winners. They are:

Amy Winfield Cert CII (FS) of Stonegate Wealth who won the Layborn Prize for Unit R04 Pensions and Retirement Planning (Joint winner), £100

Heather Bruck Cert CII of Purbeck Personal Guarantee Insurance who won the Sedgwick International UK Prize for the best result in the Insurance, Legal and Regulatory unit IF1 and the Insurance Claims Handling Process unit IF4 for a UK candidate, £500.

All four winners and their partners were invited to the Annual Dinner to receive their prize and a bottle of champagne.

New Designations

Congratulations to the following who have achieved Fellowship, the pinnacle of our profession, since our last report.

Tarnjit Assi (Intelligent Financial Advisory), **Naomi Charles** (Charles & Co), **Akshay Gohil** (Cavendish Medical), **Colin Reid** (Salisbury House) and **Karamjeet Singh** (Mattioli Woods).

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Congratulations also to all others who have gained a new designation:

Associate of the CII (ACII):

Alexander Reuszel (Aon)

Associate of the PFS (APFS):

Oliver Faulkner (Salisbury House), **Ernest Ibe** (Mattioli Woods), **Thomas Mayne** (Mattioli Woods), **William Millett** (Grayson Lewis), **Tom Parker** (Bright Wealth), **Alexandra Williams** (Boomers),

Diploma of CII:

Anya Bahrami (Berkeley), **Annabel Bailey** (AIG), **Samuel Dalby** (Howden), **Alfie Farmer** (Amethyst), **Amy Godson** (Howden) and **Victoria Wood** (Woodgate & Clark).

Diploma of PFS:

Kamalpreet Aulakh (Andrew Bourne), **Charles Bass** (Mattioli Woods), **Jack Clarke** (Quilter), **Eve Cox** (Mattioli Woods), **Isla Crane** (HSP), **Jay Crocker** (Boomers), **Ami Dewick** (Boomers), **Robert Dickie** (Optimum Path), **Carole Evans** (Fairstone), **James Everett** (Mattioli Woods), **Usama Geloo** (Mattioli Woods), **Jonathan Gutteridge** (Mattioli Woods), **Josh Heinrich** (Mattioli Woods), **Shaun Hickman** (Cooper Parry), **Jacob Jones** (Andrew Bourne), **Alisha Kaur** (Mattioli Woods), **Adam Lloyd** (Mattioli Woods), **Anfal Malik** (Mattioli Woods), **Rebecca Mather** (Tracey Mather Wealth), **Isaac McKirgan** (Mattioli Woods), **Sarah McMullan** (Boomers), **Vikesh Patel** (Mattioli Woods), **Jamie Potts** (Abacus), **Omar Quareshy** (Mattioli Woods), **Iffat Rahman** (Mattioli Woods), **Jack Rossi** (Mattioli Woods), **George Santaney** (Narwal), **Nauman Shafiq** (Quilter), **Dilan Shah** (Mattioli Woods), **Rahul Sida** (Mattioli Woods), **James Slowey** (Gransha), **Josh Smith** (HSP), **Janine Southall** (PSA), **Dev Vagani** (Mattioli Woods), **Safwan Varda** (Mattioli Woods) and **Faith Wignall** (Cambourne).

Congratulations also to all of our new Certificate and Award holders, too numerous to mention.

Personal Finance Society

Our PFS members get local educational offerings from three different sources. Members in Leicestershire and Rutland are serviced by PFS Local (East Midlands), a regional committee which also covers Nottinghamshire, Derbyshire and Northamptonshire. It has a grant - £9,600 in 2026 - to put on educational events. Since the grant that Leicester CII receives is part-funded by PFS members, we make sure that we, too, put on events specifically for PFS members. We, along with Nottingham CII and Northampton CII are strengthening our links with PFS Regional to ensure that our events dovetail and there's no duplication.

The PFS Annual Officers Conference was on 12 November at London Excel (Docklands) and on the following day the PFS National Conference was held, where the theme was 'Mind the Gap', focusing on the generation gap and gaps in talent, innovation and advice.

When organising our education and exam support events this year, our PFS Rep, **Janice Fielding**, has been supported by new Council members **Ernest Ibe** and **Kieron Watson**. Janice has been our PFS Rep on Council for many years and has also been a member of PFS Regional. She has retired and stepped down from both roles, being replaced by **Fran Gould** Dip PFS. Other Leicester members on the PFS Regional Committee are **Zhuoying Yu** PFPS, **David Archer** APFS and **Robert Love** Cert PFS.

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We said that educational offerings came from three sources. PFS National runs its own roadshows. Watch out for the next one locally on 13 October at King Power Stadium. The PFS National Conference is to be held on 18th/19th November at the NEC and the theme is 'IMAGINE the Future of Financial Planning' exploring how technology, changing client expectations and new ideas are shaping the future of advice.

Field Trips



In what has become an annual event, a group of members visited the Royal Courts of Justice on 24 June, then went on to tour Lloyd's. Some Local Institutes just visit Lloyd's but it's a long way to go for a one-hour tour. Other Institutes combine it with a walk around neighbouring streets in the City. We decided back in 2022 that, bearing in mind all the legal caselaw needed to achieve CII designations, visiting the Royal Courts of Justice would add more value. Members are briefed on famous insurance cases heard in the building and, if there's time, they can sit in on a current hearing.

Tour leader, **Amy Godson**, reported that the day was a great success. Participants found the experience informative and engaging. She thought the guided tours at both venues offered insights into their historical significance and current operations.

Sports and Social



Our year 'kicked off' with the annual five-a-side football tournament at Goals on Wakerley Road. On Tuesday 20th May, eight teams from Leicester's finest Insurance and Financial Services businesses assembled to fight for victory and take home the coveted shield. The event was approached in a competitive, fun and respectful spirit by all; the standard of play was exemplary. There was even a scratch Institute team made up of individuals from various companies unable to field a team, who were remarkably competitive considering they were thrown in at the deep end together! The energy on (and off) the pitch was electric. A huge shoutout to the winning team from Howdens – photo left - who played with flair and beat Albany in the final.

There isn't room on the shield for more names. The event is taking a break this year. When it resumes, we'll need a new shield. Or will it be time to explore digital versions? Since the shield is now full, this is a good time to list previous winners. Back in 2013 it was Aon, followed by Anthony James, WW Group for three consecutive years,

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Berkeley Insurance Group and Brewin Dolphin. After a two year Covid break, Abaco won in 2022, followed by Chesterton House and WKM Wealth.

As it happens, the five-a-side tournament was both the start and end of our social programme. A darts tournament and a quiz had to be postponed. Hopefully they'll take place this year.

Charity

The Derbyshire, Leicestershire & Rutland Air Ambulance was our President's chosen charity this year. At the Annual Dinner, we raised a whopping £2,767 plus gift aid. Whilst this seems a substantial amount, it's sobering to reflect that it's not much more than the average cost of one call-out, £2,300.

The Insurance Charity (previously Insurance Charities) has been active this year. A new CEO has set out the strategic aim of spending more of its £38M reserves. In 2024/25, £1.3m was awarded through 196 cases. A reminder that for an award to be made, there must be financial difficulty and an element of misfortune. Anyone in the insurance profession can apply. But note that financial services staff aren't eligible unless at least 50% of their job includes insurance (e.g. a mortgage and protection adviser) or they have previously worked for an insurer.

Our Charity Rep since 2022 has been **Janice Fielding** who is retiring from the role. Once a potential beneficiary has been identified through publicity such as this report, our Charity Rep liaises with the Insurance Charity to support the application. **Next Gen**

After running a number of events last year, our NextGen group has been resting on its laurels. It hasn't held any specific events this year, although the group was out in force at the Annual Dinner. There is a plan to better integrate our general insurance and financial services young members, so watch this space. If you are under 35 and have a suggestion for an event, please contact Amy Godson [here](#). If you can bring a friend or two who work in the profession to the event, so much the better.

Annual Dinner

Since this year's Dinner fell on 31 October, our President had one big decision to make: should we recognise Halloween or ignore it? So it was that the 109th Annual Dinner was (we believe) also our first Halloween-themed Dinner. 172 members and guests were at the Marriott Hotel to celebrate. As the President said, the annual dinner is a chance to connect, a reminder of the power of community and the importance of working together. It was also, later in the evening, a chance to let your hair down to the music of Stone Punch. The Guest of Honour was **Ian Callaghan** FCII, Immediate Past President of the CII, who congratulated us on another successful year. Thanks again to our sponsors: **Allianz, AXA, Brokerbilty, Clear, Close Bros, Fairstone, Intact and Markel**.

Mary Rogerson has been a member of our Institute's Council for almost longer than we have records. She joined in the mid 1980s and became Secretary fairly soon afterwards. She was President in 1997 and then took up the Dinner Secretary role, as well as Secretary. Mary has also been a member of the CII's National Council, Local Institute Working Party and National Awards Committee. During the Dinner, the President presented her newly revived President's Award to Mary in recognition of the commitment she has shown for so long.

After decades at the Grade Two listed Grand Hotel, we've been at the Marriott for the past ten years. Now it's time for another refresh. On Friday 13 November 2026, we'll be at the Tigers Stadium, Welford Road. Save the date!

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Top Table guests, l to r: Rob Nicholls (BIBA East Midlands), Alex Crawford (President, Lincoln CII), Hemal Patel (President, Northampton CII), Philip Willis (Vice President, Bedford CII), Ian Callaghan (CII Immediate Past President) Michelle South, Tom Mulligan, Julie Giles and Keith Brown (Air Ambulance), Claire Kitchinson (President, Nottingham CII), Steve Liner-Douglas (Birmingham CII) and Robert Weald (Vice President, Peterborough CII).

Regional/National

We continue to be an active member of the Midlands Regional Forum which can be attended by up to three from each Institute: a regular delegate to provide continuity (**Brian Brookes**), the President and Deputy. After attending his first meeting, Deputy President **Tom Mulligan** formed the view that Leicester was at the forefront of organising face-to-face events and training. Succession planning and dinner attendance were big topics of conversation, and we seemed to be ahead of the game on both.

The CII requires an annual return from Institutes listing office-holders for the year. There are 12 posts. Oddly, PFS Rep isn't one of them. Leicester has pushed the issue this year and, with the help of PFS Regional committees, there is now a designated PFS Rep on each Institute in the Midlands.

Leicester has been represented at each of the four meetings this year. Many of the ten Institutes in the Forum haven't managed that. Our delegate to the National Forum is **Juliet Williams** of Nottingham, who will soon have completed her six-year term. Thanks, Juliet.

Our President and Deputy attended the CII's national conference in June; this year held at Cameron House, Loch Lomond. It's always useful to compare experiences with other Institute volunteers. The hot topics this year were maintaining the flow to LinkedIn, Education champions, the optimum length of webinars and the CII's Capstone Assessment plans.

Communications

Our LinkedIn account goes from strength to strength, thanks to Comms Officer, **Flo Dennis**. We now have 755 followers, up 17% over the year. Not bad from a standing start in 2022. If you've not yet signed up, click [here](#). You can also keep track of what we are doing on the News page of our website [here](#). If you missed it, there is a [profile](#) of incoming President, **Tom Mulligan**.

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Leicester Institute also featured in the CII Journal. A [900-word article](#) gave plenty of scope for our President to outline our local strengths under the heading ‘The Power of Volunteering’.

To contact Leicester members, we use the details held by CII. Do you receive emails from Leicester CII? If not, maybe your permissions aren’t correctly set. Click [here](#) and log in. On the left side of the initial dashboard page, click on ‘communication preferences’. Our particular request is that you click to receive ‘local communications’. While you are on the website, please also click on ‘edit profile’. Are your contact details – business address, home address and email up to date? It’s particularly easy to change jobs but forget to update the CII record. To ensure you are making the most of your Leicester CII membership, we encourage an annual website check.

Equality, Diversity and Inclusion

Like all responsible organisations, we are mindful of the need to pay attention to EDI. However, without wishing to sound complacent, we don’t believe it’s an issue for Leicester CII. The topic is a standing item at our Council meetings and our policy can be seen [here](#).

Whilst it’s not directly her subject, we had EDI in mind when booking Kat Thorne, also known as ‘The Morning Game-Changer’ for a F2F session 27 April. She is a globally respected keynote speaker on positive habits, productivity, and high performance. Whilst on the subject of Kat Thorne, this is an opportunity to plug her [podcast conversation](#) with our incoming Deputy President, **Pardeep Gill**, on healing, resilience and learning to trust yourself again.

Membership

We have 1,614 members, two less than a year ago. 55% are General Insurance and 45% Financial Services. The breakdown is in the table below. The trend of Financial Services members being more qualified than their General Insurance counterparts continues. There are more Chartered Financial Planners than all the Chartered Insurance titles put together. Because of the FCA requirement to hold a Level 4 qualification before giving financial advice, 81% of our FS members hold Diploma or above, against only 21% of our GI members.

	GI	FS	Total		Financial Planners	131
Fellow	14	62	76		Insurance Brokers	40
Associate	110	76	186		Insurance Practitioners	35
Diploma	61	445	506		Insurers	19
Certificate	307	31	338		Risk Managers	2
Not yet qualified	402	106	508		Insurance Underwriting Agent	2
Total	894	720	1614		Total Chartered	229

Finance

There has been a delay in the preparation of our accounts. Hopefully, they will be available to be approved by Council before the Annual General Meeting on 22 April. Once the accounts are available, this report will be updated and the updated version posted on our website along with the accounts and independent examiner’s statement.

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Annual General Meeting

The AGM is an opportunity for members to tell us what they'd like to see more of (or less of) in the next 12 months. Whether it's CPD topics, social events, networking formats, or support for exam students and new professionals, this is your chance to influence the programme. The meeting usually takes less than half an hour, after which you're warmly invited to stay for a drink and informal conversation with council members. Wednesday 22 April, 6pm at the Marriott Hotel. There's no need to book; just come along.

Council

Your Council for 2025/26 is shown below. It met six times during the year, on 7 May, 25 Jun, 17 Sep, 5 Nov, 14 Jan and 18 Mar. Attendance and possible attendance, including last year's AGM, is also shown.

President – **Michelle South** Cert CII (Brokerability) 4/7
Deputy President and Joint Sports & Social Secretary – **Tom Mulligan** Dip CII (Albany) 5/7
Secretary and Dinner Secretary – **Mary Rogerson** (CRK/Acrisure) 4/7
Treasurer – **Grant Scott** ACII Chartered Insurance Broker (PIB) 5/7
Deputy Treasurer and Vice President – **Sue Hull** ACII, Chartered Insurance Broker (Albany) 0/7
Deputy Treasurer and Sponsorship – **Julie Rayson-Lee** (NFU) Cert CII 4/7
Education – **Jason Beach** Dip CII (Brokerability) 2/7
Membership – **Keith Torrance** FCII, DMS, MCMI, Chartered Insurance Practitioner 7/7
Communications, Publicity, and Vice President – **Florence Dennis** ACII (Willis) 4/7
PFS Planning and Charities Rep – **Janice Fielding** FPFS, FCII, Chartered Financial Planner (Fairstone) 5/7
Regional Forum and Vice President – **Brian Brookes** Dip CII (Clear) 5/7
Sports & Social, Joint Secretary – **Pardeep Gill** ACII Chartered Insurance Broker (Albany) 5/7
Equality, Diversity & Inclusion Co-ordinator – **Stephen White** Cert CII (Leicester City Council) 5/7
Next Gen and Careers **Amy Godson** Dip CII (Howden) 3/7
Data Protection Officer - **Ernest Ibe** APFS (Mattioli Woods) 6/7
Andy Chester Cert CII (D R & P) 2/7
Emma Freeman Cert CII (University of Leicester) 3/3
Allison Marshall (Idex) 2/7
Kieron Watson Dip PFS MLIBF EFA (Succession Wealth) 3/7

Council is about to lose a huge amount of experience as two Past Presidents step down. **Janice Fielding** has the unique distinction of being our only double Fellow, being both CII and PFS qualified. There are only a handful in the country. Ever since she joined in 2011, she has been our PFS Rep on Council long before the term was officially recognised nationally. She was our first FS President in 2012. More recently, she has also been our Charity Rep, finding new ways to raise the profile of The Insurance Charity during its Awareness Week. She has bowed out in style, representing Leicester in London at the Lady Mayor's Parade.

Grant Scott has been a Council member for nearly 20 years, being President in 2009 and currently Treasurer. He has also served at national level as Vice President of Local Institutes for six years, for which he received a President's award.

Our President has thanked them for their service.

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CALENDAR OF EVENTS 2025/26

Date 2025	Subject or Event	Presenter	Medium	For
23 Apr	Annual General Meeting, Marriott Hotel		F2F	ALL
20 May	Five-a-side Football Tournament, Goals Centre		F2F	ALL
19 Jun	Pedestrian Protection Through Vehicle Design	Adam Barrow, Hawkins Forensic	Webinar	GI
24 Jun	Lloyd's of London and Royal Courts of Justice Field Trip		F2F	ALL
26 Jun	Investigation of Electric Shock Injuries	Richard Heath, Hawkins Forensic	Webinar	GI
20 Aug	AF1- Personal Tax and Trust Planning Exam Revision. Two days.	Steve Davis, Financial Academy	Virtual	PFS
04 Sep	FCA GI update - Consumer Duty, Premium Finance and New Rules. Marriott Hotel	Branko Bjelobaba	F2F	GI
09 Sept	Cert CII Exam Training starts	Adrian Toomey, Intuition Training	Virtual	GI
15 Oct	Dip CII Exam Training starts	Adrian Toomey, Intuition Training	Virtual	GI
16 Oct	Marine Experts & AI: A Stormy Match Made in Heaven?	Dr Sophie Parsons, Hawkins Forensic	Webinar	GI
21 Oct	RO4 - Pensions & Retirement Planning. Exam revision. Half-day	Steve Davis, Financial Academy	Virtual	PFS
22 Oct	An Introduction to the Insurance Industry. Half-Day.	Sarah Godfrey, London Training	Virtual	GI
23 Oct	RO4 - Pensions & Retirement Planning. Exam provision. Half day.	Steve Davis, Financial Academy	Virtual	PFS
30 Oct	Hell or High Water: The Challenges of Dealing with Ship Fires	John Gow, Hawkins Forensic	Webinar	GI
31 Oct	109 th Annual Dinner, Marriott Hotel.		F2F	ALL
13 Nov	Watertight Investigations: Hull Corrosion Analysis	Dr Giuseppe Scatigno, Hawkins	Webinar	GI
18 Nov	Bridging People & Progress: Generational Intelligence Meets Advanced AI. Full Day. Winstanley House	Wonderful Brilliant & AI for Non-Techies	F2F	ALL
18 Nov	Finessing your First Meeting and Seven Rules of Readability. Full day. National Space Centre.	Melissa Kidd, Motem	F2F	PFS
20 Nov	Family Investment Companies - An Overview	David Hawley & Nicola Clough, RSM	Webinar	PFS
27 Nov	Cargo Damage. Avoiding a Case of the Blues	James Townsend, Hawkins Forensics	Webinar	GI
11 Dec	Hull & Machinery: Mechanical Failure Investigation	Dr Philippa Moore, Hawkins Forensics	Webinar	GI
2026				
8 Jan	RO6 Financial Planning Practice, Exam Revision, Full day.	Steve Davis, Financial Academy	Virtual	PFS

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10 Feb	An Introduction to Special Needs Planning	Rhiannon Gogh, SENDA	Webinar	PFS
12 Feb	Cert CII Exam Training starts	Adrian Toomey, Intuition Training	Virtual	GI
18 Feb	AF4 Investment Planning. Intensive Revision Course. Full day.	Steve Davis, Financial Academy	Virtual	PFS
25 Feb	Commercial Property - Its continuing importance in self-invested pensions	Steve McPhillips, Dentons	Webinar	PFS
11 Mar	Dip CII Exam Training starts	Adrian Toomey, Intuition Training	Virtual	GI
18 Mar	AI Integrated: Strategy, Marketing & Execution. Winstanley House. Full day.	Nick Crawford. AI for Non-Techies	F2F	ALL
22 Apr	Annual General Meeting. Marriott Hotel		F2F	ALL

Webinar indicates a session of one-hour or so. Virtual indicates a longer session – half or full day – or a series of sessions.

Below are more photos from some of our events this year.



Delegates at the Integrated AI Training Day including, top right, the team that produced the best marketing plan: Anthony Arlott, Jayde Richards, Keith Torrance and Michael Lashbrooke.



Our Achievers with partners and Institute table hosts.

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Tables at the Annual Dinner hosted by CNA and Brokerbilty above. Leicester Institute Council below, plus one of the couples best dressed for the Halloween-themed night.



Last year's AGM.

Left: Brian Brookes receiving his Past President's medal from Michelle South.

Right, Michelle welcoming incoming Deputy President Tom Mulligan.

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Links

For those not reading this report digitally, the weblinks are:

<https://www.localinstitutes.cii.co.uk/leicester/home/events/202526/morning-game-changer-with-kat-thorne-create-your-own-gpts-with-nick-crawford>

<https://www.localinstitutes.cii.co.uk/leicester/home/about-us/contacts/>

<https://www.localinstitutes.cii.co.uk/leicester/home/about-us/news>

<https://www.linkedin.com/company/insurance-personal-finance-institute-of-leicester/posts>

<https://www.localinstitutes.cii.co.uk/leicester/home/about-us/news/202526/meet-the-council-tom-mulligan>

<https://thejournal.cii.co.uk/2025/05/01/local-institutesthe-power-volunteering>

<https://www.cii.co.uk/login>

<https://open.spotify.com/episode/0RhvJiGBGP6pkpUcz3ZLXZ>

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