

The Clore Duffield Foundation PROPOSAL DOCUMENT

The Clore Social Leadership Programme

Executive Summary

- The Clore Duffield Foundation is establishing a Programme to develop the leadership skills of the next generation of talented third sector leaders. The proposed name for the Programme is 'The Clore Social Leadership Programme'.
- The Programme's vision is '*a third sector that has the capacity to meet future challenges effectively and dynamically*'; its mission is '*to bring on the next generation of UK third sector leaders*'.
- The Clore Social Leadership Programme will offer flexible, bespoke, modular training, for up to two years, for 20-plus Fellows each year, creating a cohort of mutually supportive and talented third sector leaders. Participants will become Fellows of the Clore Social Leadership Programme.
- The Programme will focus on leadership, in order to contribute significantly to the sector's development and its ability to effect beneficial change. The Fellows will be given the opportunity for personal development, and to refresh their sense of purpose and idealism.
- The Programme will be tailored to individual Fellows' needs. It will combine a portfolio of core components in which all Fellows will take part, with bespoke activities and training to meet their particular situations and learning styles.
- Components are likely to include residential training, seminars, learning opportunities and visits, courses and tuition, a secondment, and a research project. Each Fellow will have a mentor, and the opportunity to network with people who are influential in the sector.
- The Programme will be delivered in partnership with other expert leadership training agencies and providers.
- To be eligible, potential Fellows will be working in and committed to the third sector, and have some leadership experience. The Programme will compensate employing organisations for a Fellow's absence.
- The cost of each Fellowship is estimated at £55,000 a year. The Clore Duffield Foundation will contribute £15,000 for each Fellowship, and will meet the central operational costs. Funding (of up to £5,000 per Fellowship) will be sought from an external source for the research element of the Programme. The remaining £35,000 per Fellowship will be raised from funders interested in

third sector leadership development, possibly on a sub-sectoral or geographical basis.

- The Programme will be managed by a Director and a small supporting team. In the first instance it will run as an initiative of the Clore Duffield Foundation, before the possibility of becoming a separate charity is explored. The Director will be responsible for taking the Programme to launch stage.
- From the outset, a range of short- and longer-term criteria will be developed to evaluate the Programme's success.

1. Introduction

'The Fellowship has enabled me to ask searching questions of myself, to identify and hone my own leadership style, to clarify my strengths and weaknesses, and to gain the confidence to run an organisation which plays to these strengths.'

Erica Whyman, Chief Executive, Northern Stage, Clore Fellow 2004/5

The Clore Duffield Foundation proposes to establish a Programme to develop the leadership skills of the next generation of aspiring and talented third sector leaders. In doing so, it aims to contribute to the sector's development and its ability to effect beneficial change. Participants in the Programme will become Fellows of the Clore Social Leadership Programme.

Following the success of the Clore Leadership Programme for the cultural sector, in 2007 the trustees of the Clore Duffield Foundation appointed a steering group¹, chaired by the Director of the Foundation, to develop proposals for a similar programme in the third sector². The steering group's work was informed by a mapping exercise, and by research and policy investigations carried out by independent consultants³. The steering group consulted widely throughout the third sector – both in person, through a 32-member Advisory Panel (see Appendices), and via an extensively disseminated consultation paper⁴.

The Clore Social Leadership Programme is intended to offer flexible, bespoke, modular training, for up to two years, for between 20 and 30 Fellows each year. In doing so it will create a group of Clore alumni and a cohort of mutually supportive and talented third sector leaders. The Programme will compensate Fellows' employing organisations for their absence.

2. The third sector leadership initiative

'Three years ago there was no extended leadership training available at all for the cultural sector. Good leaders happened by accident rather than by design. People tended to learn on the job. The Clore Leadership Programme came into being to try and put some of the "design" into the picture, to help to prepare a new generation to step up to future leadership roles with skill and confidence. Already this is beginning to change the cultural sector in a significant way; to be able to bring these changes to the whole voluntary sector too would be a remarkable achievement.'

Lord Smith, Director, Clore Leadership Programme

The focus of the proposed Programme will be on the development of leadership, and collective leadership, for the third sector. The aim is to give Fellows the opportunity for personal development that they would otherwise find difficult to access, and to

¹ The members of the Steering Group are Tom Andrews (Chief Executive, People United and Clore Fellow 2004/5); Sally Bacon, Chair (Executive Director of the Clore Duffield Foundation); Sue Hoyle (Deputy Director of the Clore Leadership Programme); Thomas Hughes-Hallett (Chief Executive of Marie Curie Cancer Care); Patricia Lankester (Adviser to the Clore Duffield Foundation); Julia Neuberger, resigned December 2007 (Adviser to the Clore Duffield Foundation); and Bryan Sanderson (former Chairman of the Learning & Skills Council).

² The Programme uses as a definition of the third sector, '*non-governmental organisations which are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes third sector and community organisations, charities, social enterprises, cooperatives and mututals*'. (Definition based on HM Treasury, DTI, Home Office (2005), *Exploring the Role of the Third Sector in Public Sector Reform*).

³ see Margaret Bolton and Meg Abdy, <http://www.cloreduffield.org.uk/pdf/Context%20paper.pdf>

⁴ see <http://www.cloreduffield.org.uk/pdf/Consultation%20Paper.pdf>

provide them with space to refresh their sense of purpose and idealism – the key drivers of commitment to working in the third sector.

The rationale for the Programme is not that there exists any lack of inherent leadership skills and potential among those working in the sector, but that *the opportunities to develop such skills are restricted*. While aspects of existing leadership and management programmes are relevant and appropriate to the nurturing of potential third sector leaders (indeed, the Clore Programme will build partnerships with these programmes, and draw on their expertise), they do not focus on *leadership development* alone. There are several reasons for this – most notably the emphasis of existing programmes on established rather than aspiring leaders, and on organisations rather than individuals. The costs of such programmes are also an issue: individuals may be unable to afford them, and their home organisations are often unwilling or unable to meet them. The Clore model is also unusual in being bespoke, and sustained over a considerable period.

More than ever, third sector organisations today need skilled and talented leaders to tackle the complex challenges they face. But the sector is in danger of losing potential leaders, either because their leadership abilities go undeveloped, or because they are not convinced that they will be able to secure promotion and improve their prospects within the sector, given its tendency to import leaders from outside. The Clore Social Leadership Programme aims to foster this talent to meet changing leadership needs.

3. Vision, mission and underpinning principles

'I feel hugely privileged to be part of the Clore Leadership Programme. The process has been truly transformative in terms of the potential of my contribution to the sector, to our great institutions, to artists and the profession. The time and space devoted to learning and debating with my peers has nurtured difficult and complex issues around equality, race and class to be brought to the fore and has importantly allowed us all to seriously consider how to be catalysts for change, embrace diversity and our roles in building and consolidating a more inclusive and vibrant cultural offer.'

Jigisha Patel, Clore Fellow 2006/7

The Programme will have as its vision:

A third sector that has the capacity to meet future challenges effectively and dynamically.

The Programme will have as its mission:

To bring on the next generation of UK third sector leaders.

The principles that will underpin the development of the Programme are detailed in Appendix 1.

4. The building blocks of the Programme

'For me, the Clore Programme has been entirely about raised expectations. I remember being fearful on the eve of the first course that it would be the kind of competitive, management training of my nightmares, which would somehow "find me out". What I discovered was something entirely different: immersive, reflective and

creative, enabling a series of new and unexpected relationships and insights to develop. As a result, I know now that I can raise my expectations of myself in return.'
Ben Payne, Clore Fellow 2006/7

Learning from experience

In developing the Clore Social Leadership Programme, the Foundation has drawn on its experience with, and lessons learned from, the Clore Leadership Programme for the cultural sector; on its own extensive engagement with the third sector; and from its widespread consultation. As a result, the Foundation is confident about its underlying approach to the Clore Social Leadership Programme, and the proposed structure.

The approach was welcomed widely and endorsed by the Programme's Advisory Panel and by those who responded to the Foundation's consultation. Respondents noted the increasing challenges facing the third sector and the growing need for skilled leadership and management, and thought the Programme was timely and would be well received. They raised a range of relevant and interesting issues about the Programme components and details. Once appointed, the Programme Director will be able to reflect, consider, and draw on these points, as well as those raised by the recent evaluation of the Cultural Leadership Programme. A summary of the lessons learned from the consultations and evaluation is given in Appendix 2.

Drawing on successful leadership programmes

In devising the Fellowship Programme, the Foundation has also taken into account what is known about successful leadership programmes. The proposed Programme will:

- promote self-awareness and allow time for reflection
- provide opportunities to 'learn by doing'
- accommodate a range of different learning styles
- provide one-to-one mentoring and coaching
- provide opportunities for learning from different people and organisations, through visits, shadowing and secondments
- facilitate ongoing networking among the Fellows.

Partnerships

A guiding principle will be to work in partnership with other agencies and providers. The Programme will not create a new centre or training facility, but will work with existing organisations – including academic institutions with expertise in leadership training – for its delivery. These partners are likely to be involved in a variety of ways, including: hosting residential training; providing training sessions; and recruiting some of the trainers, facilitators and coaches. Respondents to the consultation recommended that the Programme avoid duplicating existing provision, focusing instead on developing working relationships with existing leadership programmes to provide core components or courses.

Important partnerships will also be developed with Fellows' employing organisations and the host institutions offering secondments: their support will be essential in

allowing Fellows to take full advantage of the Programme. Funding partners will be critical to its success, and the number of Fellowships the Programme can offer will depend on the extent of their support.

Financial support for Fellows' organisations

The Programme will provide financial compensation to organisations for the time Fellows spend away from work (up to £20,000 per Fellowship), to enable and encourage the participation of people from across the size range of third sector organisations, particularly small and medium sized ones.

Inclusivity, diversity, and accessibility

Diversity is a vital issue for the third sector, and the Programme will be designed and promoted to encourage inclusivity. The Foundation intends the Programme to be available throughout the United Kingdom, and for people working full or part time.

5. The Clore Social Leadership Programme

'The dynamic of the group of 27 Fellows itself has been of key significance – the collaborations and peer-to-peer learning that have grown have been extraordinary. Practically this has resulted in almost daily interactions where I know that the answer to any professional problem is only a phone call or email away. I am also witnessing an incredible domino effect where working with the group and the other people whom we have met through the Fellowship has led onto other collaborations and other doors opening. The bonds we have made within this group will endure long after our own Fellowship has been completed.'

Matthew Peacock, Chief Executive, Streetwise Opera, Clore Fellow 2004/5

Eligibility

To be eligible, potential Fellows will need to be working in and committed to the third sector (as defined in Appendix 3), and to possess some leadership experience, perhaps from leading a project or team. It is possible that applicants active in the sector as trustees or volunteers may also be eligible to apply. Fellows may be required to commit to working in the sector for two years after completing the Fellowship, or to refund its full costs if they choose not to do so.

Programme components

The Programme will be tailored to individual Fellows' development. It will combine a portfolio of core components in which all Fellows will take part, with bespoke activities and training to meet their particular needs and learning styles. These activities will be determined by Fellows with guidance from the staff team, and informed by a 360-degree assessment (repeated at the end of the Fellowship) to help identify individual strengths and weaknesses. The training activities will be undertaken within an agreed timetable.

The Programme activities are likely to consist of:

- *Residential training*, probably of two weeks' duration, at the beginning and end of the Programme, for all Fellows. This will offer talks, seminars and workshops on leadership skills, an opportunity to hear from third sector leaders about a range of leadership experiences, and time for Fellows to get to know one another.

- A series of *seminars, learning opportunities, and visits*, on key leadership issues in the sector. This will be designed with and organised by the Fellows.
- *Courses and tuition* to meet identified individual development needs. The Fellowship will provide bursaries to meet their cost.
- A *research project*, including attachment to an academic institution or a study visit, which will lead to a publication or presentation.
- A *secondment* of three to four months involving a project of real value to the host institution. Fellows will be encouraged to broaden their experience by choosing a secondment in a service area and/or organisation size different from their own.
- Assignment of a *mentor*, and a *coach*.
- Opportunities to meet and *network* with people who are influential in the sector.

In order to maintain its flexibility – which is likely to be a key component of its success – the Programme will not lead to a formal qualification. Once Fellows have completed the Programme, they will continue to contribute to it by running training sessions or mentoring new participants.

The Programme Director will be responsible for developing the details of the Programme’s core components and flexible activities. This will take account of the suggestions made by the Advisory Panel and responses from the consultation, as well as drawing on the Foundation’s wider experience with the third sector and the Cultural Leadership Programme.

6. Funding the Programme

The cost of each Fellowship is estimated at £55,000 a year. The Clore Duffield Foundation would contribute £15,000 to each Fellowship to meet all the central Programme costs and the cost of both residential training courses. It is hoped that funding could be sought from one external source for the research element of the Programme (up to £5,000 per Fellowship); in the case of the Clore Leadership Programme for the cultural sector, this is covered by the Arts and Humanities Research Council. The remaining £35,000 per Fellowship will be raised from funders interested in developing third sector leadership. The number of Fellowships offered will depend on the funds that can be raised. It is anticipated that there will be a cohort of 20-plus Fellows a year.

If funders are so minded, the Programme may support cohorts of Fellows in sub-sectoral areas, which might be issue- or approach-related. The focus, for example, might be a third sector issue, such as homelessness, or an approach to campaigning or service delivery. It is also possible that some Fellowships might have a geographical focus.

The costs of each Fellowship will include:

- £15,000 for central *administration and the residential training courses*.
- £5,000 for costs associated with the Fellowship *research*, such as fees to academic supervisors and host institution, publications, travel and accommodation.

- (c) £20,000 as a *contribution to the Fellow's current employer*, or tax-free *bursary* to cover living and other expenses. The Fellow and their employer will have the option of either taking a full year out whilst doing their Programme, or of continuing to be attached to their place of work – with the employer being compensated for their sustained periods of absence during the year.
- (d) Up to £15,000 in individually tailored *tuition* for each Fellow. Costs will vary on the precise mix of course work selected, but may include:
- *Fees to attend courses in relevant management skills*, e.g. general management, financial strategy, accounts, employment law, organisational change, presentation skills, chairing meetings.
 - *One-to-one tuition*, mentoring and coaching, e.g. to develop skills in negotiation, influencing, team building, etc.
 - A proportion of the costs of any *tailor-made tutorials* for small groups of Fellows, e.g. in handling the media, marketing, fundraising, public policy, governance and accountability.
 - Any costs related to the period of *work experience/secondment*, e.g. travel.

There follows a sample breakdown of tuition costs:

Attendance at 12 x one-day courses @ £250	£ 3,000
Short residential courses	£ 1,600
Advanced business development	£ 3,500
Fee to Mentor	£ 1,000
Coaching: three sessions @ £600	£ 1,800
Proportion of tutorial costs for all Fellows	£ 2,000
Travel/accommodation costs	<u>£ 2,100</u>
Total	<u>£15,000</u>

Summary of the costs for a 12-month Fellowship:

Central Programme costs and residential courses	£15,000
Research period	£ 5,000
Scholarship/contribution to employer	£20,000
Tuition	£15,000
<i>Less funding from Clore Duffield Foundation</i>	£15,000
<i>Less external funding towards research costs (if secured)</i>	£5,000

Cost of each Fellowship £ 35,000

The creation of the Programme will also depend upon the Clore Duffield Foundation covering all the central operational costs, such as salaries, office costs, etc., in addition to the Fellowship subsidy detailed above. It is estimated that this will amount to in the region of £500,000 per annum when the Programme is fully up and running, but significantly less over the first two years.

7. Programme staffing and development

'The Clore Fellowship really has been a once in a lifetime opportunity to reflect, learn and plan for the future. The Programme is layered with outstanding quality: from the

network of Clore Fellows and senior arts professionals to the skill and care of the staff in working with me to identify appropriate mentors and placements, to the amazing quality and diversity of the speakers on the residential courses.'

Mark Ball, Head of Events & Exhibitions, Royal Shakespeare Company,
Clore Fellow, 2006/7

It is proposed that the Programme be managed in the first instance by a Director and small supporting team. Until the team is established, it may be run as an initiative of the Clore Duffield Foundation, governed by a Management and Strategy Committee; thereafter it may be floated free as a separate charity, as has happened with the cultural Clore Leadership Programme. At this point, an appropriate governance structure would be created, with a Chairman, Trustee board, and Advisory Council.

The Director will be responsible for the following:

- developing the Programme to launch stage
- securing funding
- determining policy and practice (with the Programme's steering group)
- selecting Fellows (in partnership with the funders of particular Fellowships and with a Selection Committee)
- helping Fellows put together their personal development plan
- identifying appropriate existing training courses for Fellows
- negotiating secondments
- brokering coaching and mentoring
- guiding each Fellow through the programme
- developing a programme of seminars and other learning opportunities
- agreeing and helping with the design of the research component of the Programme
- designing and organising the formal residential training element at the beginning and end of the Programme.

These tasks indicate the role that the Director will play in negotiating agreements and establishing partnerships before the Programme can begin. The evaluation of the Cultural Leadership Programme has highlighted that this is an ongoing process, and that relationships need to be forged with a breadth of new contributors as speakers, hosts, mentors and coaches. Funders too need a clear picture of their relationship with the Programme and what they can expect from it: the Programme will depend, in part, on Fellowship funds raised by the Director. To succeed in this the Director will need to convince trustees and funders of the Programme's value, and to develop a prospectus setting out the gap that it has identified in the market and how it is uniquely qualified to fill it.

Employers of potential Fellows will need to be convinced of the value of supporting an initiative which may ultimately be of greater benefit to the third sector generally, than to their own organisation specifically. That Fellows may use the Social Leadership Programme as an exit strategy from their current organisation might strengthen arguments for imposing a commitment on them to remain in the third sector for a given period at the end of the Fellowship, but such sanctions can be difficult to enforce.

More generally, the evaluation of the Cultural Leadership Programme revealed an interest in the Programme and its graduates sharing their experience more widely within the cultural community: the third sector initiative would plan to do so from the outset.

8. Criteria for judging success

It is proposed that a range of criteria be developed to judge the success of the Programme: these are likely to build on those developed for the cultural Clore Leadership Programme and their recent evaluation. The evaluation revealed a quite widely held assumption that the achievement of a prestigious job is a key measure of success – but this is by no means exclusively the case. The need is noted for clarity about the Programme's expectations, and their reflection within the application materials and selection process.

The criteria will be developed, therefore, in the light of the evaluation and from the following framework:

Within Year One:

- The level of demand for Fellowships
- Whether work undertaken by Fellows on secondment has made a significant contribution to host organisations.

Over a longer period:

- Whether a significant proportion of Fellows have achieved promotion to leadership or to more prominent leadership positions in the third sector
- Whether women and people from minority groups are better represented in leadership positions in the sector
- Whether research undertaken on study trips and in action learning sets has made a significant contribution, in particular service areas or on particular sector issues
- Whether the Programme has made a significant contribution to the sector.

Delivery issues that will also be key to the Programme's success include:

- The level of investment of other funders
- The number and quality of delivery partnerships developed
- The level of administration costs (relative to direct expenditure on Fellows)
- How easy it is to attract appropriate mentors, speakers, etc.

The Programme will be evaluated from the outset and annual evaluation reports published. The methodology for the evaluation will be agreed before the Programme commences, to allow evaluation data to be collected effectively through the life of the Programme. The evaluation methodology will be reviewed and reframed as necessary on an ongoing basis.

Appendix 1: Underpinning principles

The Foundation will follow the principles listed below in developing the Programme:

- We will listen to those working in the sector – professional, practitioners and volunteers – about what they need, and where the proposed programme would bring ‘added value’. We will base our work on the ‘demand’ factor, and on real and existing sectoral needs
- We are committed to recognising and building on existing initiatives that are proving successful, and will avoid duplication of what already exists
- We will seek to work in partnership with other agencies and providers
- We wish to create a proposal that will be thoroughly endorsed and ‘owned’ by the sector with which we are seeking to work
- Whatever is to be provided must be of the highest quality
- We will set out to learn from practical examples of what works
- Our initiative will look to the long term
- We will seek to address issues of gender, ethnicity, and equal opportunities
- We will address the situation in the United Kingdom; nonetheless, we wish to learn from, and contribute to, the work of partners abroad
- We recognise that this is an experimental process, and that we must constantly adapt and modify in the light of experience. We will review and evaluate results and procedures at every stage
- We will seek to ‘build the voice’ of the sector
- Our initiative will make use of new and developing learning and communication tools
- We will invest in people, rather than bricks and mortar.

Appendix 2: Lessons learned from the consultation

When drawing up a detailed Programme, the Director will be able to consider a range of views and recommendations arising from the evaluation of the cultural Clore Leadership Programme and the consultations held in preparation of this proposal. There follows a short summary of the key issues raised in the course of the consultation.

A range of views were expressed about the inclusion of *mandatory elements*, and questions raised about whether the programme focus should be on, or include, the teaching of *hard skills* – the importance of entrepreneurial, business, financial and fundraising skills was highlighted – or the development of *‘softer’ leadership attributes, abilities and talents* – such as confidence, resilience, and courage. The view was expressed that *accreditation* might be beneficial for career advancement.

The proposed *breadth of the Programme* – be this in its aims or its inclusiveness – raised the issue of whether a single initiative could meet the needs of what can be considered to be many third sectors. Could it be owned and endorsed by them, and be appropriate for employees, trustees and volunteers? Respondents noted that the aim of improving third sector leadership was not the same as transforming the sector, and observed that this might be more than can be achieved by a cohort of Fellows.

Respondents also noted the changing context in which the third sector is working, particularly *its increasing engagement with other sectors*, and recommended as a result that Fellows should be introduced to leadership fields, and possibly secondments, outside the sector. A question was raised about the wisdom of limiting eligibility to those currently working in the third sector, arguing that there were benefits to be gained from a flow of people between sectors. Similarly, while many respondents recommended a focus on potential leaders from small and medium sized organisations, there were also those who argued for the inclusion of larger organisations and current leaders.

Responses to the consultation urged the Programme to pay attention to *discrimination and diversity* and to access to the Programme for potential black and ethnic minority leaders, those with disabilities, and people living in rural areas. The case was also made for women and young people.

Concern was expressed about whether some of the proposed components, and the Programme itself, are *too long*, given the difficulties Fellows might have in taking time off from their employing organisation, and the difficulties their employing organisation might have in releasing them. The length of the residential course was also thought problematic for those with childcare responsibilities or other personal or caring commitments. A case was made for the benefits of a shorter programme, or additional short courses, which would be more accessible, have a wider reach, and benefit a larger section of talented potential leaders. While this was thought to be less elitist, concern was expressed that such programmes might be in competition with existing fee-paying programmes.

Further specific observations and suggestions about individual elements of the Programme will be available to the Director.

Appendix 3: Eligibility

The Programme defines the third sector as '*non-governmental organisations which are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes third sector and community organisations, charities, social enterprises, cooperatives and mutuals*'.⁵

To qualify as a charity, an organisation must meet the 2006 Charities Act criteria – that is, be for the public benefit, as determined by the Charity Commission, and have a charitable purpose as defined in the Charities Act (see below). Charity law in Scotland was modernised by the Charities and Trustee Investment (Scotland) Act 2005; the Office of the Charity Regulator in Scotland is the independent registrar for Scottish charities. The Department for Social Development is the charity authority in Northern Ireland.

Charitable purposes as described in the 2006 Charities Act:

- The prevention or relief of poverty
- The advancement of education
- The advancement of religion
- The advancement of health or the saving of lives
- The advancement of citizenship or community development
- (The advancement of the arts, culture, heritage or science)
- The advancement of amateur sport
- The advancement of human rights, conflict resolution or reconciliation, or the promotion of religious or racial harmony or equality and diversity
- The advancement of environmental protection or improvement
- The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage
- The advancement of animal welfare
- The promotion of the efficiency of the armed forces of the crown
- Other purposes recognised as charitable under existing charity law or analogous to any such purposes or to any of the purposes listed above.

Brackets indicate those purposes which the Clore Duffield Foundation Trustees will wish to declare ineligible for the new Programme

Applicants to the Social Leadership Programme may have gained their leadership experience from working in or being active across the breadth of the third sector – whether in terms of the purposes for which organisations were established, their beneficiaries, or the activities they undertake. However, it is possible that the Clore Duffield Foundation may declare some charitable purposes ineligible for the Programme (e.g. those advancing religion). The new Programme will not be open to the cultural sector in light of the existence of the cultural Clore Leadership Programme.

⁵ Definition based on HM Treasury, DTI, Home Office (2005), *Exploring the Role of the Third Sector in Public Sector Reform*

Appendix 4: Advisory Panel members

Ziggi Alexander	Ziggi Alexander Consulting
Nadine Andrews	Clore Fellow 2005/6
Anita Bharucha	Director of Judicial Services, Ministry of Justice
Stephen Bubb	Chief Executive, acevo
Dame Yve Buckland	Chair, NHS Institute for Innovation & Improvement
Stephen Burke	CEO, Counsel and Care
Julia Cleverdon	CEO, Business in the Community
Naaz Coker	Chair, St George's Healthcare NHS Trust
Donna Covey	CEO, Refugee Council
Hamish Davidson	Chairman and Senior Partner, Rockpools
Malcolm Dean	Social Affairs Editor, <i>The Guardian</i>
Amanda Delew	Director, Solid Management Ltd
Kathleen Duncan	Consultant
Stephen Dunmore	Chief Executive, Big Lottery Fund
David Emerson	CEO, Association of Charitable Foundations
Stuart Etherington	CEO, NCVO
Elizabeth Filkin	Stanelco plc
Justine Frain	VP, Global Partnerships, Glaxo Smith Kline
Valerie Hannon	Director of Strategy, Innovation Unit, DCSF
Kevin Ireland	Executive Director, London Housing Foundation
Salvatore LaSpada	CEO, Institute for Philanthropy
Lorraine O'Brien	CEO, The Charities Trust
Cliff Prior	Chief Executive, UnLtd
Krishna Sarda	CEO, Ethnic Minorities Foundation (<i>to join March 08</i>)
Debra Stones	Corporate Responsibility Manager, Tesco plc
Nick Timmins	Public Policy Editor, <i>The Financial Times</i>
Jessie Torrance	Consultant
Emma Turner	Executive Director, Goldman Sachs International
Julia Unwin	Director, Joseph Rowntree Foundation
Sarah Waller	Consultant
Dame Jo Williams	Chief Executive, Mencap
Arthur Wood	Ashoka