

Annual Review 2011



ABOUT US

Courage • Passion • Diversity • Respect • Focus

WHAT WE DO

The Clore Social Leadership Programme (CSLP) is a unique, personalised leadership development programme for aspiring leaders in the social sector. The Programme is tailored to their individual development needs and supports them in becoming the best leader they can be.

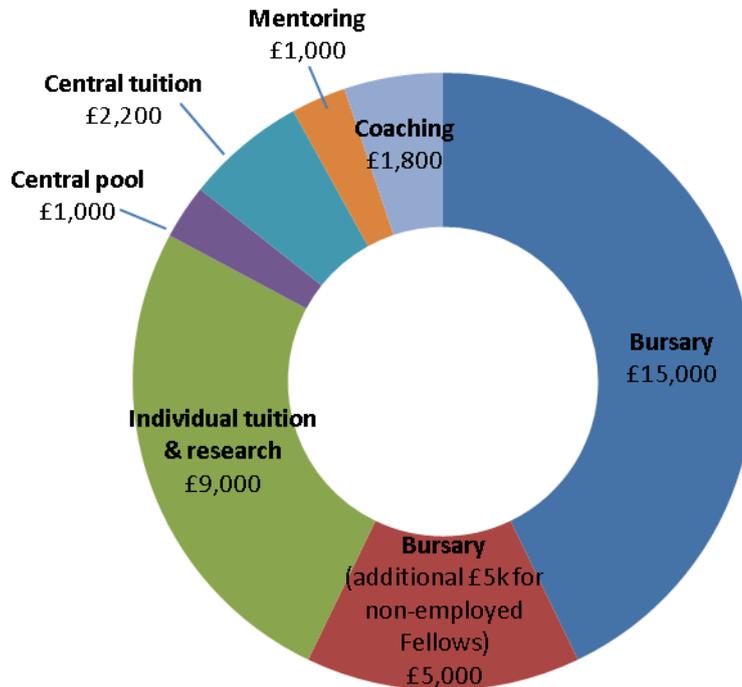
CSLP aims to identify, connect and develop aspiring leaders in the social sector who are working for the benefit of individuals and communities across the UK and internationally.

The Programme is made up of core elements which all Fellows undertake:

- 360 degree assessment to provide evidence of leadership competencies, individual strengths and potential
- Residential weeks with the full cohort of Fellows
- Shorter residential sessions and day workshops with groups of Fellows
- Action learning sets in groups of Fellows
- Networking opportunities, online and in person
- An extended secondment in an unfamiliar working environment, providing leadership stretch
- Access to coaching support
- A personal mentor (if required)
- A practice-based research project to develop Fellows' skills as critical users of research and to develop a wider evidence base for the social sector

These core elements are then enhanced by additional training courses chosen by the individual Fellow to meet their particular needs and learning styles. In order to maintain its flexibility, the Programme does not lead to formal accreditation.

Fellowship costs



HOW WE DO IT

Fellows

The Programme recruits Fellows through an open application process. Potential Fellows need to be working in or closely with the wider social sector, as a member of staff or volunteer working in a charity, community organisation, social enterprise or co-operative, or in social housing. They will have demonstrated their leadership potential in some of the work they have already undertaken.

Each Fellow benefits from a personalised programme, tailored to meet their individual needs, and providing challenging opportunities for development. Each Fellowship is funded for a period of between 12 and 24 months, on a full or part-time basis. Funding includes an element of compensation to a Fellow's employer.

The Fellowship Programme is underpinned by our Framework for Social Leadership, which can be viewed at [http://www.cloresocialleadership.org.uk/userfiles/documents/fellowships/Framework for Social Leadership March 2012 FINAL FINAL.pdf](http://www.cloresocialleadership.org.uk/userfiles/documents/fellowships/Framework%20for%20Social%20Leadership%20March%202012%20FINAL%20FINAL.pdf)

Evaluation

CSLP is committed to learning and to sharing its learning with the wider social sector. CSLP appointed The Work Foundation as evaluation partner for the first four years of the Programme's life.

Funding

The Programme receives core funding from Clore Duffield Foundation. Funds for individual Fellowships, and other activities, are raised from a range of funders including:

- Barrow Cadbury Trust
- Calouste Gulbenkian Foundation
- Esmée Fairbairn Foundation
- Monument Trust
- National Housing Federation
- Nesta
- Oak Foundation
- Paul Hamlyn Foundation
- Pears Foundation
- Resolution Trust
- RNIB (Royal National Institute of Blind People).

Governance

CSLP is a registered charity governed by a Board of Trustees chaired by Sir John Gieve.

WHEN

Fellowship applications open in spring and close in early summer each year. Interviews take place in September and the new cohort of Fellows is inducted on the Programme, and announced publicly, in October.

From then, the schedule is as follows:

- 360° assessment process – November
- 360° assessment feedback & coaching session – December
- Initial Fellowship meeting (with Directors) – December
- Residential training week – January
- Action Learning set meetings – January onwards
- Fellows draft Leadership Development Plans – February
- Leadership Development Plans agreed – March
- Fellowship meeting – May (full-time Fellows)
- Half-week residential – July
- Fellowship meeting – October (full- and part-time Fellows)
- Residential training week – September/November (tbc)

WHERE

CSLP is run by a small staff team of four currently based in the CAN Mezzanine offices near Old Street.

We aim to recruit Fellows from Scotland, Wales and Northern Ireland (as well as from across the English regions), and to share learning across the devolved

nations of the UK. From 2013, we will be recruiting Fellows from aspiring leaders working internationally for UK-based organisations.

The diversity of aspiring leaders applying for the Fellowship, and being accepted as Fellows is a real strength. Among our 47 Fellows, we have representation across the UK, from organisations of many shapes and constitutions, and from individuals from diverse ethnic and faith backgrounds. The presence of social entrepreneurs in the cohorts, and of those with social investment expertise, adds real value to the learning of the Fellows.

WHO

The Clore Social Leadership Programme is an initiative of the Clore Duffield Foundation. The Programme was set up in October 2008, with the appointment of Dame Mary Marsh as founding Director. CSLP recruited its first cohort of Fellows in October 2009.

WHY

The need for the Clore Social Leadership Programme emerged from the Clore Duffield Foundation's experience of funding and working with social sector organisations over many years. In 2007, following the success of the Clore Leadership Programme for the cultural sector, the Clore Duffield Trustees appointed a steering group to develop proposals for a similar programme in the third sector – a sector we now call the 'social' sector. The steering group's work was informed by a mapping exercise, and by research and policy investigations throughout the sector carried out by independent consultants.

The research work revealed that there is minimal training provision for those with leadership potential in the sector. Leadership investment has tended to focus on those already in senior positions, by which time it can be difficult for individuals to give sufficient time and energy to their individual development.

CSLP meets the clear need for leadership development opportunities for aspiring leaders in the social sector. The programme is unique because it provides personalised and flexible learning and development which is tailored to meet the needs of individuals from across the sector, from large and small charities to social enterprises, social housing and community groups, and at various stages of career progression.

ACHIEVEMENTS IN 2011

2010 CLORE SOCIAL FELLOWS



The 2010 Fellows are:

Caroline Beaumont
Lisa Binney
Penelope Gibbs
Rashid Iqbal
Kate Lee
Rowena Lewis
Joe Ludlow

Neil Mapes
Alexander Mclean
Jennifer Ogole
Bhaggie Patel
John Ramm
Faith Reynolds
David Wood

2010 cohort completes

The Programme's first cohort, the 2010 Clore Social Fellows, started their Programme in January 2010 and completed by the end of December 2011.

"As my journey with the Clore Social Leadership Programme evolves, I continue to be amazed by how quickly I am growing in confidence, skills and belief in my own abilities."

Rowena Lewis

Fellows' learning & development

While Fellows are on a personalised leadership programme tailored to their individual development needs, they also engage in a range of shared activities, mostly within their cohort. All programmed activities for the cohort took place in the first year.

During this period, the Fellows individually and collectively:

- Made a short film about their leadership journey (October 2009)
- Undertook a 360° review process, including feedback and coaching (December 2009)
- Attended a one-week residential at the Lifeboat College in Poole, Dorset which included, amongst other activities, an introduction to Action Learning, workshops on emotional intelligence and well-being, study skills, measuring impact and financial models, as well as talks from various leaders including Rob Owen, Chief Executive of the St Giles Trust (January 2010)
- Prepared Leadership Development Plans for their Fellowship
- Took part in regular Action Learning set meetings (throughout 2010)
- Attended a one-day session on social innovation and social finance, designed and delivered by Nesta, including a talk from Sir Ronald Cohen (May 2010)
- Attended a half-week residential on strategy implementation and communication, designed and delivered pro bono by The Leadership Trust (July 2010)
- Had the opportunity to attend an event on learning across the social sector, and a one-day training workshop focused on finance and risk, tailored to the needs of the Fellows (October 2010)
- Met the 2011 Fellows on their induction day (October 2010)
- Attended a one-week residential at the National College for Leadership of Schools and Children's Services in Nottingham (November 2010). Highlights of the week included a session on leadership development using the arts; an informal opportunity to speak to headhunters; a pre-dinner talk from Lord Adebawale, Chief Executive of Turning Point, and an intensive day spent exploring the relationship between the public sector and the third sector
- Attended the first Social Leadership Inquiry event (November 2010)

"The Fellowship continues to provide me with opportunities for growth – growth that comes from being intellectually and emotionally stimulated and nourished by my Fellow colleagues, and from engaging in a myriad of activities, programmes and conversations."

Bhaggie Patel

As part of their Fellowship, all Fellows completed a piece of practice-based research. The completed research, in a variety of forms, is available on the website: www.cloresocialleadership.org.uk/research

Fellowship completion

A few Fellows (Caroline Beaumont, Joe Ludlow and Neil Mapes) completed their Fellowship in just over a year. The remainder took 18 to 24 months to complete, using the second year for undertaking secondments, completing research and attending training selected to meet their individual development needs.

In February 2012, we marked the end of this cohorts active Fellowship with a celebratory event at the Gulbenkian Foundation. A film of the event can be viewed on our website: www.cloresocialleadership.org.uk/events

Fellowship impact

Fellows are having impact on the sector in a number of ways. Research, including Caroline Beaumont's on non-financial resource raising and Joe Ludlow's on impact networks, have been endorsed by social sector research organisations such as nfp Synergy and New Philanthropy Capital, as well as receiving attention in the sector Press.

Fellow's secondments often take place within social sector organisations, providing a free resource to the host organisation as well as leadership stretch to the Fellows. Sometimes secondments take place in the corporate or public sector. Faith Reynolds' secondment with Prudential in their Corporate Vestings department and Rashid Iqbal's secondment in the Cabinet Office are just two examples.

Some of the 2010 Fellows have moved on to new roles: Kate Lee is Chief Executive, Myton Hospices; Joe Ludlow is Nesta's Impact Investment Director; Rowena Lewis is Director of Fundraising at Gingerbread.

To understand the impact that the Fellowship has on Fellows, take a look at the end-of-Fellowship films made by the 2010 Fellows: www.cloresocialleadership.org.uk/fellows-2010

2010 CASE STUDIES

Kate Lee

Kate undertook her Fellowship part-time, completing in July 2011. At the start of her Fellowship, Kate was Director of Strategy and Evaluation for British Red Cross, following 14 years in various operational delivery roles in the same organisation.

During her Fellowship, Kate undertook two secondments: 'Right to ask/right to give' with the Institute of Fundraising, and a seven week stint with Frontline SMS, a growing social enterprise tackling the problem of a lack of communication for grassroots non-governmental organisations working in developing countries.

Kate's practice-based research explores some of the barriers to improving transparency in UK charities and looks at whether there is a sound business case, as well as a moral case, for improving how transparent we are. *Transparency – Open all hours* was published in July 2011.

In December 2010, Kate took up her new role as CEO of the Myton Hospice Group, a £9m charity delivering palliative care services across Coventry and Warwickshire.

Neil Mapes

Neil undertook his Fellowship part-time, completing at the end of March 2011. Neil worked with Professor John Zeisel, President of Hearthstone Alzheimer Care as his mentor throughout his Fellowship.

In October 2010, Neil went to America to work for Hearthstone Alzheimer Care for a three-week mini-secondment. From January 2011, Neil was based at the Young Foundation on a part-time basis, working with the Citizens University team prior to the launch of their new initiative in spring 2011.

During his Fellowship, Neil undertook a range of training including attending the Do Lectures (in Wales), a 'Thinking Brilliantly' course run by the Thinking Environment Foundation, and training as an Action Learning facilitator (with Action Learning Associates). He also attended a Windsor Leadership Trust course.

Neil's practice-based research on the effect of 'green exercise' on people suffering from dementia was supervised by Essex University, and launched at a well-attended event at the Calouste Gulbenkian Foundation in London on February 2011. The research has attracted considerable interest amongst academics in the field of dementia and those engaged with developing effective support for dementia sufferers, as well as attracting work for Neil's social enterprise, Dementia Adventure.

Neil set up Dementia Adventure as a Community Interest Company in April 2009 and now runs it full time. Dementia Adventure won Social Vision 2011, and Neil was identified as one of Britain's New Radicals (*The Observer*/Nesta, February 2012).

Dementia Adventure was awarded the International Dementia Excellence Award at the Risky Business Dementia Conference in Sydney, Australia (July 2012).

2011 CLORE SOCIAL FELLOWS



The 2011 Fellows are:

Yaseer Ahmed
Jamie Audsley
Dan Berelowitz
Natalie Campbell
Ruth Campbell
Mary Duffy
Esther Foreman
Beth Green
Richard Holmes
Caroline Huntley
Laura Hyde
Ali Kaye
Mark Richardson
Kate Stanley
Jonathan Taylor
Jacquie Williamson

"Without a doubt the most exciting and inspirational part of Clore is the Fellowship cohort. They are a diverse and highly motivated group of individuals who are both expanding my knowledge of the sector, but also my thought process – I have found this incredibly energising and resulted in me reading more, questioning more and challenging myself more ... being a Clore Social Fellow has felt a real privilege."
Beth Green

The second cohort of Clore Social Fellows began their Fellowship journey in January 2011. Some were due to complete their Fellowship by the end of this year, but the majority finish at some point in 2012.

"I knew that becoming a Clore Social Fellow would be a commitment to my own self development, and more broadly to the vision and principles of the programme. In reality, the obligation I made to myself and the programme has been like no other learning process I have engaged in, demanding of me a mental and emotional dedication which is shift-inducing in terms of self and broader world view." **Ali Kaye**

Activities

The 2011 cohort attended their first, week-long January residential at the Lifeboat College in Poole, and started working in their Action Learning sets. Highlights of the week included a session on emotional intelligence and well-being; an "assessing context" session, and a session on change management and "working with and through others".

A number of the 2011 Fellows took part in the Programme's first recruitment events for potential applicants in March 2011 (in London and Edinburgh).

The majority of 2011 Fellows attended Finance & Risk training designed and delivered by Sayer Vincent, in May 2011.

In early July 2011, the sixteen 2011 Clore Social Fellows attended a mini-residential at Roffey Park near Horsham. The 2.5 day session explored how Fellows can apply strategic and organisational development thinking and tools to their work as leaders in the social sector, to develop capability and skills both in the system and in themselves as leaders. The focus for the training emerged from the Fellows' Leadership Development Plans (agreed in March), where strategy was a commonly identified area for learning and development.

In early November, the 2011 Fellows attended a week-long residential at the National College in Nottingham. The programme for the week included sessions run by 2010 Fellows (on the Philanthropy Review and social finance); the Work Foundation's evaluation of the Programme; good governance; CVs and headhunting; networking and personal brand; relationships between the social, public and private sector, as well as a reflective workshop exploring the value of conversation and listening.

Natalie Campbell and Kate Stanley completed their Fellowships in December 2011. Kate took up her new role as Associate Head of the newly-established NSPCC Strategy Unit in January 2012.

"Most significantly so far, I have started thinking and feeling differently about myself ... 'Being a leader' has stopped feeling like some nebulous activity that some other extraordinary people elsewhere are doing, and is something that I engage with every day to some extent or another. It is becoming normal, tangible and understandable; which is not to say, simple or easy, but it is much more real."

Jonathan Taylor

The practice-based research undertaken by Natalie and Kate is available on the website: www.cloresocialleadership.org.uk/research

Natalie Campbell

Natalie undertook her Fellowship full-time.

From May to September, Natalie worked at the Guardian Public Leaders Network for her secondment. In June, Natalie ran 'A Good Week', an event designed to provide an opportunity for individuals, social enterprises and private companies to come together to do "good" as well as talk about their achievements. Natalie used the week as a source of material for her practice-based research – she published a toolkit, report and film featuring Sir Richard Branson (and other entrepreneurs) in December 2011.

Natalie was coached, throughout her Fellowship by Anne Owen of Sheppard Moscow. She decided against having one mentor, and instead used the year to meet a wide range of influencers and leaders in the sector.

Using her individual tuition budget, Natalie undertook a Diploma in Social Entrepreneurship at Goldsmiths College, University of London.

Prior to the Fellowship, Natalie had a portfolio career as a qualified broadcast journalist, social entrepreneur and enterprise consultant

Natalie is Co-founder of social innovation company, A Very Good Company.

Kate Stanley

Kate undertook her Fellowship full-time. Before taking up the Fellowship, Kate was Deputy Director at the Institute for Public Policy Research (IPPR), the UK's leading progressive thinktank.

For her Fellowship secondment, Kate worked with the NSPCC and Yale University on the UK piloting of a highly-respected US programme to promote the welfare of young children called *Minding the Baby*. She also spent time shadowing staff at Saatchi and Saatchi to better understand communications, and spent a week studying leadership at Harvard's Kennedy School of Government.

For her practice-based research, Kate explored the potential for documentary film to generate social change. Her research report, *The Emotional Tipping Point*, was published in December 2011.

In January 2012 she took up a new post as Associate Head, Strategy Unit, NSPCC.

In April 2012, as the last part of Fellowship, Kate visited FrameWorks Institute, an organisation based in Washington D.C. doing ground-breaking work to frame the public discourse about social problems.

WHAT'S NEW FOR 2012

2012 CLORE SOCIAL FELLOWS



The 2012 Fellows are:

Sam Anderson
Caroline Broadhurst
Ivo Gormley
Aftab Hussain
Caroline Hukins
Owen Jarvis
Omar Khan
Bethia McNeil
Jitka Markova

Marie Mumby
Susan Murray
Bally Sappal
Ruth Scott
Anand Shukla
Eleanor Southwood
Mark Walton
Richard Wilson

The 2012 cohort of 17 Clore Social Fellows was appointed in October 2011, and started their Fellowships in January 2012 with a week-long residential training session at the Lifeboat College in Poole.

This is a diverse group from locations across the UK (Edinburgh,

"Applying for the Fellowship almost a year ago triggered a journey of self-discovery and introspection. For me, the process of applying helped me reframe myself as a leader and to take this personal definition much more seriously. This has not only challenged my assumptions of leadership, but started a series of personal questions about what kind of leader I am and could be." **Aftab Hussain**

Newcastle, Preston, Nottingham and London) bringing interesting social enterprise experience (Aspire, Stone Soup and Izwe); community focus (The Junction, The Arbour, Keyfund, Community Development Foundation); young people focus (The Young Foundation, Connexions); larger charities (Scope, RNIB) and research, policy and campaigning (Runnymede Trust, Daycare Trust and SCVO).

"The 360 degree review process was a pivotal one for me, shedding light on some aspects of my character and working practices which had become quite embedded in my unconscious, and had not really been examined before. Understanding their impact on others around me was sobering, but also liberating – a chance to change." **Bethia McNeil**

CLORE LEADERSHIP

In March, the 2012 cohort met with the 2011-12 cohort of Clore Fellows from the Clore Leadership Programme for the cultural sector for a joint session on governance.

NEW CORE TRAINING

From April 2012, the 2012 cohort of Clore Social Fellows benefited from a series of business capability workshops funded by the Esmée Fairbairn Foundation, covering the following range of topics:

1. Achieving financial resilience
2. Financial planning and risk management
3. Strategic financial planning
4. Adapting and changing your business model
5. Making the case for investment

These workshops are being piloted with the 2012 Fellows, and may be offered more widely in the future.

RECRUITMENT

Also from April, CSLP are recruiting its fourth cohort of Fellows. For the first time in 2013, Fellowships are open to aspiring leaders working internationally for UK-based organisations, as well as for those working across the UK. The Programme hopes to recruit up to 20 Fellows to start their Fellowship in January 2013.

FINANCIAL SUMMARY

Incoming resources

- Voluntary income: Central funding
£551,200
- Voluntary income: Project funding
£35,000
- Voluntary income: Donated services
£18,750
- Fellowship funding
£427,500
- Investment income
£1,228



Resources expended

- Central Programme costs
£351,777
- Fellowship costs
£614,555
- Evaluation costs
£28,726



For full financial information please see the Annual Report & Accounts 2011:

[Annual report and accounts 2011](#)

www.cloresocialleadership.org.uk/userfiles/CSLP_Annual_Report__Accounts_2011_approved_by_BOT_11_07_2012.pdf

CHARITY INFORMATION

TRUSTEES

Sir John Gieve (Chair)
Sue Clark
Naaz Coker
Clive Cowdery
Arabella Duffield
Charles Good
David Harrel
Dominic Houlder
Patricia Lankester
Clifford Prior
Anna Southall

STAFF

Dame Mary Marsh, Founding Director
Siobhan Edwards, Fellowship Director
Sarah Rippon, Programme Officer
Rachael Crooks, Finance & Resources Officer

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