

Committee:	Date:	Ref No.
The City Bridge Trust	4 th September 2013	12010
Subject: Strategic Initiative: Practical Guide for Charity Chairs	Public	
Report of: Chief Grants Officer	For Decision	
<u>Summary</u>		
<p>This paper proposes that you commission the City Centre for Charity Effectiveness to produce a practical guide for charity Chairs in conjunction with the newly formed Association of Chairs, promoted through a series of London-based events to coincide with the proposed Lord Mayor's Charity Leadership programme.</p> <p>Recommendation</p> <p>That the City Centre for Charity Effectiveness is commissioned to produce a practical guide for Charity Chairs, at a cost of £8,200, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.</p>		

Main Report

1.0 Background

- 1.1 The City Centre for Charity Effectiveness (CCCE) was established jointly by the Worshipful Company of Management Consultants and the Cass Business School (where it is located). It provides a range of services to improve the management and effectiveness of the charitable sector.
- 1.2 The Association of Chairs (AoC) is a new organisation that is in the process of being established. It aims to provide peer support; professional development; quality assurance; and advice and information to help Chairs be more effective leaders. It is working closely with CCCE, where it is located, and one of CCCE's senior consultants is one of its founding trustees. It has incorporated as a not-for-profit company and is in the process of registering as a charity. It has the support of a number of key infrastructure bodies, including the Association of Chief Executives of Voluntary Organisations (ACEVO), National Council for Voluntary Organisations (NCVO) and the Small Charities Coalition.
- 1.3 Although there is guidance from the Charity Commission and umbrella bodies such as National Council for Voluntary Organisations (NCVO) on how to be an effective trustee, there is very little support and information provided specifically for charity Chairs. Whilst trustees are

individually and collectively responsible for the performance of their charities, Chairs do have a particular contribution to make and the effectiveness or otherwise of a Chair can make or break a charity.

2.0 Development of a Practical Guide for Chairs

2.1 CCCE is currently working on the development of the Lord Mayor's Charity Leadership Programme which, subject to elections, will be the Lord Mayor's initiative in 2013-14.

2.2 As part of this, it is proposed to develop a practical guide for Chairs that would be used as a resource for this programme at a series of 8 events during 2013/14, specifically targeting Chairs of charities based in the City and surrounding boroughs. The proposed guide would particularly target medium to large charities with an income in the range £100,000 to £10m.

2.3 The guide would cover such areas as understanding the role of the Chair; what effective chairing looks like; what behaviours and practices can help someone be an effective Chair; the Chair/Chief Executive relationship; model job description for Chairs; how to deal with lack of engagement by trustees; and understanding what support Chairs need and where to find it.

2.4 The guide would be jointly authored by CCCE and the AoC with an editorial panel comprising four Chairs, a publisher and a governance expert. It would be available to download and there would be a limited print run of hard copy.

2.5 The guide would have a life beyond the 2013/14 Mayoralty, of course, and it would remain a resource for AoC's members. CCCE/AoC would ensure that its content is kept updated and refreshed to reflect changes within the charitable sector.

2.6 The guide will be authored by two of the AoC founders. It is estimated that it will take 20 days to write and they have offered to provide half of this time prime bono.

3.0 Cost

3.1 The cost is estimated to be £8,200, broken down as follows:

Editorial panel's travel costs	£200
Research & writing 10 days @ £650	£6,500
Design and print	<u>£2,500</u>
Total	£8,200

4.0 Allocation from Strategic Initiatives

4.1 It is proposed that the cost of £8,200 is charged against your 2013/14 allocation for Strategic Initiatives of £747,500 (5% of the overall grants budget). If you approve this request, there will be a balance of £188,613 remaining for the rest of the year (see Table 1 below).

Table 1: Strategic initiatives 2013/14

Strategic Initiatives	Committee date	£
Allocation of 5% of 2013/14 grants budget		747,500
Already agreed in this financial year:		
Access and Sustainability Service	18/04/2013	192,900
Ladder for London	06/06/2013	84,230
Lord Mayor's Show	06/06/2013	29,227
City Philanthropy Book	06/06/2013	15,000
Web-based database of volunteer intermediaries	04/07/2013	6,000
	Total	327,357
Recommended at this meeting		
Youth & Philanthropy Initiative		48,330
Practical Guide for Charity Chairs		8,200
Learning & Knowledge Sharing Strategy 2013/14		175,000
Balance remaining		188,613

5.0 Conclusion

5.1 CCCE and the AoC have identified a clear need to provide practical, specialist support and resources for charity Chairs. The proposed guide will go some way towards meeting this need.

5.2 The partnership between CCCE, AoC and (subject to elections) the Lord Mayor's Charity Leadership Programme will provide a strong platform to promote the guide, as well raise awareness of the importance of the role of Chairs, amongst charities in London.

5.3 The guide will continue to be a useful resource beyond 2013/14 and will be maintained and developed by CCCE and AoC.

6.0 Recommendation

That the City Centre for Charity Effectiveness is commissioned to produce a practical guide for Charity Chairs, at a cost of £8,200, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

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