

## Recommendations

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"I am very proud to present the Leadership 20:20 Commission's recommendations. We believe that Civil Society's emerging leaders can be fully supported and empowered to change Civil Society and the world for the better, and these recommendations set out a way of achieving this vision.

In a time where organisations are faced with the biggest challenges in a generation, I am encouraged by the way these recommendations look to the future and offer a systemic solution to supporting emerging leaders."

**Baroness Tanni Grey-Thompson, DBE**

President, Leadership 20:20 Commission

### The Recommendations

Civil Society in the UK faces an enormous challenge over the next decade: the impact of a turbulent economy and changes in public spending priorities will have a significant impact upon the poorest and most disadvantaged in society. Now is the time to consolidate clear pathways into Civil Society leadership and to ensure the diversity of the voluntary sector is reflected among current and emerging leaders.

# Recommendations

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## 1. Redressing inequalities in Civil Society leadership through opening up effective pathways.

The Leadership 20:20 Commission recognises that diversity in its broadest sense continues to be under-represented in civil society leaders – most starkly at Chief Executive and Trustee level. As the sector that promotes social justice we have a responsibility to live and breathe our values and to promote equality of opportunity for all. For this reason, pathways into Civil Society and its leadership must be opened up further.

- Sector search agencies and civil society organisations to look ‘outside the box’ for talent and to provide candidate shortlists that are representative of the wider population.
- Established leaders to reflect and actively promote our society’s diversity, by supporting not only those ‘in my own image’ but all who demonstrate leadership qualities in the workplace.
- Greater coherence and collaboration across existing civil society leadership programmes for emerging leaders, with increased national coverage and accessibility.
- A targeted programme supporting people into the sector with placements, apprenticeships, mentoring and coaching; for new starters, returners, or those transitioning from other sectors. This could be similar or equivalent to Teach First.
- A write-off of Career Development and Student Loans for those who work in Civil Society for at least five years after completing their course of study.
- A package of resources and information for Careers Advisors to promote Civil Society as a sector of choice.
- Observe best practice where providing internships and work placements, including payment wherever possible.

## 2. A strengthening of foresight efforts within the sector through bringing together networks of emerging leaders.

Create emerging leaders networks and active listening opportunities designed to inform futures and strategic planning activities. This will equip emerging leaders with the confidence, skills and motivation required in order to be involved in foresight work, thereby improving the sector’s responses to changes in the wider environment.

- General and specialist infrastructure bodies to bring together networks of emerging leaders to take a substantial role in shaping long-term strategic plans.

- Funders and policy makers to take advantage of these diverse networks to expand and inform their knowledge base. This will develop a more sustainable sector through improved alignment between resource allocation and the long-term needs of grass-roots organisations.

## 3. A sector-wide Development Framework.

It is important that emerging leaders gain experience and develop their skills through a rich mix of opportunities, including trusteeship and non-executive board positions. Emerging leadership to be integrated into development frameworks that harness and consolidate practice, and meet the broad skills need of Civil Society as a whole.

- Training for trustees and senior managers to build awareness of the importance of developing future leaders and recognising talented individuals.
- Pairing established leaders with emerging ones; both across organisations and sectors.
- Accessible mentoring and coaching projects, both online and face to face, through a national directory of Mentors and Mentees.
- Inter-organisational collaboration on staff development programmes, including secondments and work-based learning opportunities.
- Civil Society organisations to expect their workforce to fulfil 40 hours of professional development a year (either formally or informally) and build this into appraisals, with equivalent measures for those working in a voluntary capacity.

## 4. A policy change from funders and commissioners to include management and leadership development components in funding agreements and/or monitoring, to ensure future success and sustainability.

Funders to be more explicit about valuing leadership, clarifying in funding negotiations the expected level of management and leadership development, and reporting requirements against these.

## 5. Encouraging mobility of leaders across sectors.

The Private, Public and Civil Society sectors have much they can share; in skills, resources, values and ideas. Established leaders should actively encourage workforce mobility across sectors at a strategic level, to encourage cross-fertilisation of good practice and ideas.

We believe that Civil Society needs bold leaders to give direction and drive change, and that bold leadership can change the world and Civil Society for the better.

We aim to support emerging leaders in civil society through:

- Identifying pathways into Civil Society leadership,
- Attracting and retaining the most influential leaders,
- Connecting and growing emerging leaders, and
- Addressing the challenges emerging leaders will face.

The Commissioners are;

Adam O'Boyle, Ashley Sweetland, Ben Emmens, Fiona Ellison, Gail McKay, Hilary Carty, Jo Sullivan, Jules Mason, Katherine Hudson, Patrick Woodman, Richard Doughty, Robert Longley-Cook, Rowena Lewis, Roxanne Persaud, Tarn Lamb and Zoe Douglas-Judson.

## Background

In 2008 the National Council for Voluntary Organisations (NCVO) brought together a talented group of emerging leaders in order to make recommendations about the future leadership of Civil Society. This pilot group held a series of discussions, and produced the report 'If not now, then when?'

The pilot group recommended establishing an independent Commission to look at the future leadership of Civil Society, and following an open recruitment process the Commissioners first met in April 2010. We conducted an online consultation from

January to May 2011 to find out about people's thoughts and opinions on the future leadership of Civil Society. The results of the consultation informed focus groups and one-to-one interviews around the country.

We would like to thank everyone who responded to our consultation and helped shape our recommendations. We are particularly grateful to NCVO for supporting us, and the wide ranging organisations and individuals who contributed time and effort to support the Commission.

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