



The Clore Leadership Programme

The Chair/CEO relationship

Through the Clore Leadership Programme's Board Development Programme we have now delivered 28 Board Awaydays and 4 days specifically devoted to Chairs and Chief Executives/Artistic Directors coming as a pair. At the beginning of all days we ask the participants what they want out of the day, and at the end what actions they will take away to perform as matters of priority. Certain themes have emerged throughout the process which participants in this network may like to use as a checklist for reflection on their own relationships.

What participants wanted from the day:

- The roles and interface between Chair and CEO and how to develop the relationship both with each other and with the Board as a whole
- Chair/CEO partnership regarding how best to develop a strong vision for the organisation and how to communicate it
- Board/staff relationships, especially around the development of vision and strategic planning
- How Boards support and develop organisations without micro-managing
- The Chair/CEO roles in business planning in the cultural sector
- How Chairs and CEOs manage risk
- How Chairs and CEOs work together to develop Board motivation and the use of skills
- Recruitment and succession planning
- Role of the Board in advocacy and fundraising
- New models and different ways of approaching governance
- How to include young people in governance

At every day there is also a desire to spend time together and, in the case of the Chair/CEO days, to mix with peers and hear how other organisations do it

Immediate actions:

- Ensure Board and executive share the vision
- Establish stronger Board/staff relationships including some social events together
- Motivate Board and ensure full use of skills, both in and outside of meetings
- Establish more regular meetings between Chair and CEO
- Restructure Board agendas to allow for more creative debate and “start with the art”, ensuring that the Board understand artistic planning and risk
- Agree and create with the staff Key Performance Indicators with which the Board can monitor progress
- Strengthen risk management planning
- Look at the financial systems and the Board’s understanding of them
- Ensure more focus on advocacy and income generation
- Keep Board more informed of events and activities
- Introduce a governance code, to include:
 - An annual Board review including appraisal of Chair
 - Fixed terms of office
 - A more formal induction process
 - A Schedule of Matters
 - Terms of Reference for sub-committees
- Put Board biogs on website
- Review Mem and Arts
- Consider 'pairing' Board members with corresponding SMT members

Finally, two questions which have been asked which might stimulate some further debate amongst network participants:

How to maintain artistic vision when an organisation’s Founder leaves?

How to strike a balance between what is desirable and what is actually practical?

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