

# launching cultural leadership

**The Rt Hon Gordon Brown MP, Chancellor of the Exchequer, has given his backing to the Cultural Leadership Programme, a two-year, £12 million initiative to promote excellence in management and leadership within the cultural sector. Speaking at a breakfast celebration of the Programme at No 11 Downing Street, the Chancellor said:**

“Culture in the UK helps to define and shape and deepen our lives as individuals. It also makes a significant contribution to our nation’s prosperity. If this significant part of our economy is to prosper and grow, we must recognise the role of our cultural leaders in delivering that success and ensure the emergence of a talented and diverse group of future leaders.

“The Cultural Leadership Programme will create new opportunities for collaboration across the public and business sectors. I am convinced that such interaction will enrich the cultural sector, the wider economy – and the nation as a whole – for generations to come.”

The Cultural Leadership Programme was launched on 19 June at EMI Group headquarters in West London at the EMI Summer Party 2006 hosted by Eric Nicoli, CBE, Chairman of EMI. Launching the Programme, the Rt Hon Tessa Jowell MP, Secretary of State for Culture, Media and Sport, said:

“The Cultural Leadership Programme will encourage leaders from a wide range of backgrounds to reflect the diversity that has made Britain a cultural powerhouse. In economic terms, the cultural sectors account for over five per cent of the nation’s GDP and for the last decade the sector has grown at twice the rate of the economy as a whole.

“To maintain this position we must continue to invest in the people who will be its future. This £12 million initiative aims to provide a strategic approach to embed a strong leadership culture that will make Britain’s creative sectors more successful – and more accessible – than ever.”

It is anticipated that, between 2006 and 2008, around 2,000 people working in the cultural sector will benefit directly from leadership development opportunities through this programme. It will be delivered through a strategic, six-strand approach, which is outlined below. Opportunities will be open to people throughout the UK working in the core cultural sector of crafts; libraries and archives; museums and galleries; music and the performing, literary and visual arts – as well as those working in the wider creative and cultural industries.

## **New Director Appointed**

Hilary Carty has been appointed Director of the Cultural Leadership Programme and will take up her post in September. Hilary is currently Director of Arts at Arts Council England, London, where she has been leading the Arts Council’s work on London 2012, building on her contribution to London’s successful bid as part of the Organising Committee of the Olympic Games. Hilary has worked for the Arts Council in various capacities since October 1994, when she was appointed Director of Dance. Rachel Baker, who has been head of the Programme during its development phase, returns to Creative & Cultural Skills as Executive Director of Programmes.

## Introduction and Programme Overview

The importance of the cultural sector in helping to define, shape and deepen our lives as individuals and as communities is well established. Culture also makes a significant contribution to the nation's prosperity. The sector accounts for over 5% of the gross domestic product and, for the past decade, has grown at twice the rate of the economy as a whole.

The Chancellor, acknowledging this role and these achievements, allocated £12 million to the Cultural Leadership Programme for the two year period 2006-2008. The award is a recognition of the fact that if the sector is to continue to grow and serve its constituents' evolving needs, a new generation of leaders must be nurtured.

Following the Chancellor's announcement, we put out a call for ideas on how to tackle leadership development within the sector. The response to this call was generous and informed. It forms the basis of a two-year Cultural Leadership Programme, launched officially in June 2006.

The three partners responsible for delivering the Cultural Leadership Programme are Arts Council England, Creative and Cultural Skills and the Museums, Libraries and Archives Council (MLA).

The Programme will be delivered through six strands:

- 1 Opportunities for emerging and mid-career leaders: a work-based initiative to support networks, coaching and mentoring and other approaches to learning in the workplace
- 2 Intensive Leadership Development: a series of residential courses led by the Clore Leadership Programme, working in association with a number of universities and business schools across the country. Through association with Unilever, opportunities to participate in their creative leadership development programme, Catalyst ... unleashed ...
- 3 Better informing the career choices of people in the sector: the development of a unique learning resource through a dedicated online service and web portal
- 4 Powerbrokers: Black and minority ethnic development programme to drive forward the change needed to diversify the leadership of the cultural sector
- 5 Governance development: to establish and promote best practice for governance bodies within cultural organisations, embedding an understanding of the need for leadership in governance
- 6 Developing entrepreneurs as leaders: defining leadership learning needs and creating appropriate opportunities

Through the two-year period of the Programme we hope to offer significant opportunities for individuals in the sector to address their leadership learning needs. It is important to stress, however, that this is very much a work in progress, an action learning period, informed and led by the cultural sector itself. It will involve many of those working in the sector in identifying key issues, testing out new approaches, sharing the results as well as creating an agenda for the next phase.

The focus of the Cultural Leadership Programme will be:

- Ensuring that the skills base and support networks for creative leaders are fit for purpose
- Enabling a more diverse range of people to be leaders
- Providing development opportunities for current and prospective leaders at different stages of their careers
- Securing a long-term legacy for cultural leadership by connecting the programme to other major skills developments

The aim is to stimulate ideas and change mindsets around leadership and to deliver leadership that is dynamic, diverse and genuinely world class.

### **What will success look like?**

We hope to create a culture in which professional development for our current and future leaders becomes a regular part of our working lives.

At least 2,000 individuals will have participated, benefiting their own working practice and future careers.

We will learn from the two-year Programme what works for different people at different stages of their careers, ensuring that future development opportunities are effective and fit for purpose.

We will begin to diversify our leadership base, drawing on wider pool of talent from across Britain's rich and varied communities.

We will contribute to the overall success of the cultural sector, working across sector boundaries, developing stronger links with industry and the public sector and raising the profile of the cultural offer in the UK.

# About the Cultural Leadership Partnership

Over the past year, the Cultural Leadership Programme has been developed by a Steering Group comprising: Arts Council England, Clore Leadership Programme, Creative & Cultural Skills, Department for Culture, Media and Sport, HM Treasury and the Museums, Libraries and Archives Council.

From June 2006, the three sector lead organisations, Arts Council England, Creative & Cultural Skills and the Museums, Libraries and Archives Council will take this work forward through the Cultural Leadership Delivery Partnership, a unique cross-sector collaboration.

The Partnership will employ a small core staff team, led by Director Hilary Carty to oversee the delivery of the Programme. The team will:

- Manage and coordinate the six-strand programme, ensuring appropriate links are made
- Oversee a Programme evaluation which will inform the project legacy
- Deliver a small research and development programme to inform further areas of programme delivery
- Conduct an advocacy and communications campaign, ensuring the Programme has wide reach across and beyond the cultural sector

The Programme will be guided by an Advisory Board comprising representatives of the three partner organisations plus three sector representatives. The Advisory Board will be managed by an independent chair.

We have also appointed three project champions who will play an integral role in the advocacy and communications campaign. Together they represent a wide spectrum of leadership experience and cultural sector success:

- Farooq Chaudhry, Executive Producer Akram Khan Dance Company
- Martin Molloy, OBE, Strategic Director Cultural and Community Services, Derbyshire County Council and President of the Chartered Institute of Library and Information Professionals
- Rt Hon Lord Smith of Finsbury, Director, Clore Leadership Programme

# Strand 1: Work-based opportunities

## Introduction

**Through this strand we aim to develop tailor-made, work-based development opportunities for emerging and mid career leaders. We want to enable and encourage individuals to experiment with new ways of working and developing networks that will sustain their development.**

Typical examples of work-based learning include: having access to mentors and coaches; taking part in action learning sets; and undertaking secondment or placement opportunities. Some people in the cultural sector already engage in these activities but feedback from the Call for Ideas shows that they appear to be the exception. There is little sharing of good practice or consistent standards across the cultural sector. More commonly, leaders in the cultural sector develop informal networks and peer-group learning. This strand of the Programme will encourage formalising networks and a peer-group approach to leadership development.

## Project outline

This strand will be delivered through three projects:

- **Networks:** Piloting leadership development through network activity and identifying shared ambitions. Some 14 pilots have been established and are described more fully below. Opportunities for other networks to benefit will become available over the course of the programme.
- **Coaching and Mentoring:** Establishing an infrastructure for support services in this area, notably around facilitators, mentors and coaches. We will sign up to national standards of good practice, build on existing schemes to create a cross-sector mentoring programme and establish a new executive coaching scheme.
- **Developing Talent:** Offering opportunities to a number of individuals to follow structured leadership development programmes, combining different forms of workplace and formal learning. We will be seeking out people with talent and potential who might not think of themselves as future leaders.

## What will we achieve?

Networks:

- Opportunities for at least 30 networks to focus on leadership development, sustainable beyond the course of this programme

Coaching and Mentoring:

- Establishing sector-wide standards and good practice for mentors, facilitators and coaches. As appropriate, we will also

explore the possibility of creating an approved database of mentors, facilitators and coaches.

- We will build a sector-wide mentoring scheme building on existing good practice
- We are exploring establishing a new executive coaching programme

#### Developing Talent:

- We will seek out and support up to 100 individuals who will receive bespoke leadership development opportunities. By targeting people who demonstrate talent and potential but don't necessarily think of themselves as leaders, we will start to change the cultural leadership profile.

#### Overall:

- Importantly, we want to bring about a change in the culture of leadership by:
  - Encouraging more existing leaders to mentor others and give secondment and other work-based training opportunities to the next generation
  - Piloting ways of working and sharing the outcomes of a series of action learning projects, encouraging all serious leaders to prioritise their own leadership development
  - Breaking the glass ceilings encountered by individuals, such as women, disabled people, individuals from black and minority ethnic backgrounds and those from traditionally excluded socio-economic backgrounds. We will test the theory that raising awareness of opportunities, ending isolation and building individuals' confidence is key to diversifying the leadership of the cultural sector.
  - Encouraging cross-sectoral opportunities for leadership development. While some of the pilots include sub-sector specific networks, all are committed to learning from other sectors, including the private sector.
- There is no one-size-fits-all approach to leadership development. We will pilot a variety of different approaches, combining a series of action learning projects which will evolve, test drive and document organisational strategies to develop leaders, together with creating opportunities for reflection and learning from evolving practice.

## More details...

### Networks

We have established 14 partner networks drawn from across the country and spanning the cultural sector. Each network will evolve its own programme according to members' specific needs. Each is committed to sharing the benefits of the experience. The partners will be in touch throughout the two years, working as a group sharing experiences, best practice, common issues and perhaps even developing joint initiatives. We intend to add a further 15 partner networks to this cohort over the course of the programme.

We will chart their progress and their findings and encourage them to report back to the wider sector. Below we have given a brief progress report – some projects are well underway, others still in development. Regular updates will be available through our website and e-bulletins.

Other emerging networks will be invited to join the project from November 2006 – see the Call to Action for details.

This group of partners are key to identifying issues and best practice around cultural leadership. Their experiences over the two years will inform the thinking for the legacy from the Cultural Leadership Programme.

Pilot participants are:

### 1 The Producers Network

The Producers Network consists of five producers from across the country. This group has consolidated itself as a steering group for the initiation and development of a wider national network of emerging and established Black and Asian producers.

Involvement in the Cultural Leadership Programme will enable the network to implement its group and individual development programmes. Programme activity includes working with specialist consultants and secondments to national and international venues and festivals, the focus being to make links with the commercial sector and other cultural industries, create international partnerships and enable and profile current and future generations of Black and Asian producers across art forms.

**People & Partners:** Talita Moffatt, Freelance Producer; Karena Johnson, Contact Theatre, Manchester; Garfield Allen, The Green Room, Manchester; Natasha Graham, Freelance Producer; Amanda Roberts, The REP, Birmingham.

### 2 Contemporary Visual Arts Leadership Network

The starting point for this network is the unique collaboration between Modern Art Oxford, Arnolfini and Camden Arts Centre to create a cross-organisation touring programme. Through the Cultural Leadership Programme, the Network will build leadership skills of

staff across the organisations. The Network is committed to providing a wider learning experience for the contemporary visual arts sector.

**People & Partners:** Modern Art Oxford; Arnolfini; and Camden Arts Centre

### 3 Craft Development Network

This pilot will focus on the development and impact of networks for emerging and mid-career leaders in the craft sector. It is being initiated by craft organisations in the South West, London and the West Midlands and will have a particular focus on remote working and the development of leadership networks across the commercial and not-for-profit sectors. The pilot will focus on the development of personal leadership skills, organisational benefits and building local and regional leader networks. After a pilot phase, the project will be opened up nationwide.

**People & Partners:** Contemporary Applied Arts; Craftspace Touring; Devon Guild of Craftsmen

### 4 Designing Leaders

This project is in early development. We are working with the Design Council to build a network of design leaders. More details will be announced shortly on our website.

### 5 Newcastle Gateshead Partnership

This pilot collaborative project will focus on creating ambition and confidence at all levels in the cultural. Many of the member organisations have experienced considerable growth recently and are now looking to stability – how to "perform after the storm". In a period of consolidation, they will work in partnership as part of a local cohort of development, dialogue and commitment which spans the cultural, public and private sectors. Each partner will contribute elements of the programme which build on core strengths, these include local government liaison, media training, resource development, blue skies thinking, bidding processes.

**People & Partners:** Baltic Centre for Contemporary Art; Dance City; Live Theatre; The Sage Gateshead; Seven Stories; Centre for the Children's Book; Tyneside Cinema; Theatre Royal Newcastle; Northern Stage; Tyne & Wear Museums; Northern Cultural Skills Partnership; and NewcastleGateshead Initiative.

### 6 Libraries Future Leaders

This pilot will develop regional learning networks to enable twenty emerging and mid career leaders in public libraries to enhance and develop their leadership skills. The networks will adopt an action learning approach supported through various electronic means such as new knowledge broadcast through Webinars (real time on line, interactive seminars lasting about 30 minutes) and new knowledge broadcast through Webcasts as well as email and e-forums.

**People & Partners:** The two pilot regions for the networks will be selected by the Society of Chief Librarians. Library authorities being consulted on developing the networks include: Blackburn with Darwen Library and Information Service; Bristol Libraries; Derbyshire County Council Libraries and Heritage; Somerset County Council Cultural Service; Southwark Libraries; and Southend-on-Sea Borough Libraries. Other partners include the Society of Chief Librarians, Lifelong Learning UK Sector Skills Council and FPM.

## 7 The Liverpool Hub

An existing grouping of leaders of major arts organisations in Liverpool has taken on a more strategic and pro-active role as a result of the City of Culture 2008 award. The Cultural Leadership programme will enable them to create a two-year action learning programme to test new ideas and best practice in developing leadership against the backdrop of the build up to Liverpool European Capital of Culture 2008, a unique “laboratory” for cultural leadership.

**People & Partners:** Deborah Aydon and Gemma Bodinetz, Liverpool Everyman/Playhouse; Bryan Biggs and Alastair Upton, Bluecoat Arts Centre; Lewis Biggs, Liverpool Biennial; Michael Elliott, Royal Liverpool Philharmonic; Christoph Grunenberg and Andrea Nixon, Tate Liverpool; Gill Henderson, FACT; Graeme Phillips, Unity Theatre; Common Purpose Merseyside

## 8 The Music Network

The Cultural Leadership Programme will enable the commercial music industry to create a peer grouping of up to fifteen emerging business/creative leaders from the independent music sector. The individuals are all running independent labels (recording and publishing), promoting and running eclectic businesses that are at the cutting edge of new business models.

The commercial music industry has no precedent for a funded network of this sort but wants to respond to a recent DCMS report into market failure amongst small to medium-sized enterprises (SMEs). The report showed that music companies suffer more than any other area of the economy from a lack of business skills and the historical fragmentation of the sector.

**People & Partners:** the network is being developed by the Creative & Cultural Skills Music Advisory Panel

## 9 FLO Literature Directors Consortium

The seven individuals in this network already meet regularly. Involvement with the Cultural Leadership Programme will allow them to open the meetings to the larger literature, cultural and social sectors. Key issues the group will focus on include succession planning and advocacy. The partners plan an annual residential learning week each year, using the time to work on problem-solving and exploring joint projects, including other staff members as appropriate.

In addition each member of the group has identified personal training needs, which feed into the wider group work. The Cultural Leadership Programme will enable each member to meet these needs, including secondments in business settings, shadowing leaders in other organisations and adopting mentors.

**People & Partners:** Geraldine Collinge, Apples & Snakes; Jules Mann, Poetry Society; Emma Hewett, Spread the Word; Chris Meade, Booktrust; Chris Holifield, Poetry Book Society; Ruth Borthwick, South Bank Centre; Stephanie Anderson, Arvon Foundation

## 10 Improbable: Embracing chaos, enabling change

This pilot will explore alternative approaches to cultural leadership by building on the artistic practice of Phelim McDermott, co-artistic director of Improbable. Dissatisfied with traditional hierarchical styles of leadership, Phelim, supported by NESTA over the last three years, has sought ways of empowering individuals to follow their own sustained creative journey whilst still attending to the health and spirit of an organisation.

The Cultural Leadership Programme will enable Phelim and Improbable to continue their research into alternative, artistically driven leadership models and to host an ongoing programme of open space and other initiatives with the arts community and beyond. Another strand to Improbable's work will be to apply these creative leadership techniques to explore conflict resolution in local communities.

## 11 Rich Mix Team Leadership Programme

Rich Mix, which opened in March 2006, is a dynamic new centre for creative enterprise in the heart of East London. everything about Rich Mix are designed to reflect, inspire and welcome the involvement of an incredibly diverse local community. In the past 6 months the organisation has gone from a staff of 10 to nearly 80, including more than sixty local young people who will be receiving ongoing training and development in the creative industries, events and hospitality. Through engagement with the Cultural Leadership Programme, Rich Mix will deliver a programme of 'transformational leadership' workshops and one-to-one sessions which will enable staff at all levels of the organisation to develop leadership skills.

**People & Partners:** Rich Mix staff team; The Bernie Grant Centre; The Barbican; The Stephen Lawrence Centre; and Historic Royal Palaces

## 12 South West Leadership Partnership

The South West Leadership Partnership will be based on the action learning model already developed through the Creating Cultural Leadership: South West programme. Over the two years of the Cultural Leadership Programme, 48 individuals from across the cultural sector will form four action learning sets in the South West of England. The programme will provide opportunities to challenge thinking, and encourage participants critically to evaluate their current practice. This in turn will bring about internal drive for change.

**People & Partners:** Dartington Centre for Creative Enterprise; Culture South West; Leadership South West; South West Screen; South West Tourism/Tourism Skills Network; and Sport England South West. Participants from a diverse range of cultural organisations such as: Knowle West Media Centre; Creative Partnerships; Suited and Booted; Fleet Air Museum; Roman Baths Museum and Pump Room; Beaford Arts and Poole Arts Development Unit, will all benefit.

### 13 Step Change London Theatres Network

Step Change is a pilot collaborative project sponsored by four London-based performing arts organisations, aimed at offering opportunities for early-career development for individuals with the potential to become leaders in their field. The programme is designed to provide members of staff from the partner organisations and others (particularly those from BME-led companies) with both semi-formal learning opportunities (seminars, master-classes and peer learning) and the chance to undertake a secondment in a different role in a partner organisation.

**People & Partners:** Battersea Arts Centre; National Theatre; Royal Opera House; and the Young Vic

### 14 Women in Museums Network

This network builds on an existing informal network of senior women managers in museums by providing a professional facilitator and structured action learning approach to personal development. It aims to embed a culture of support and development for existing and emerging women leaders in museums and help diversify the leadership of this sector. It will also develop a framework in which senior women managers in the museums sector can support the learning of emerging and mid-career leaders. The network will establish links with existing women's professional networks for a two-way exchange and application of knowledge and skills, promoting the role of museums in the creative economy.

**People & Partners:** Manchester Museums and Galleries; Culture North West; The Museums Association; The National Museums Directors' Conference; Renaissance in the Regions programme. A number of museum practitioners in the following organisations have expressed support for the project: Harris Museum and Art Gallery, Preston; Victoria and Albert Museum; University of Manchester; Tullie House Museum and Art Gallery, Carlisle; National Railway Museum; York Museums Trust; University of East Anglia; Norfolk County Council; Horniman Museum; Compton Verney; and The Government Art Collection

## **Future developments: Disabled people's leadership network**

Through the Call for Ideas we received a strong message around the needs to address the specific issues facing disabled people as cultural leaders. The sector's workforce is under-representative of disabled people, very few of whom achieve leadership roles.

From September 2006 we will be consulting the sector on the development of a disabled people's leaders network. We will also seek informed opinion from other sectors and wider support in this initiative.

## **Coaching and Mentoring**

We have commissioned a Coaching and Mentoring Development Study from leadership expert Tessa Brooks, which will be available at our website from the end of June. We are discussing infrastructure and good practice with industry lead bodies from across the cultural sector. More information will be available from July 2006.

# Strand 2: Intensive leadership development

## Introduction

Committing to undertaking leadership development over and above a busy working life is a challenge. In the cultural sector, many people face unsocial and long hours, a lack of time or funding. Short periods of time away from the day job to focus exclusively on professional development challenges, with a group of peers and with expert support and guidance is an ideal learning option for many cultural leaders. Through this strand we are seeking to enhance this offer.

## Project outline

### Clore Leadership Programme Short Courses

This strand will be delivered by the Clore Leadership Programme through a series of intensive two-week residential short courses, which are being produced in association with a number of leading universities and business schools across England. These innovative courses – which are based on the highly successful residential element of the Clore Fellowship Programme – will develop and promote the leadership skills of emerging leaders in the cultural sector. They have been designed for people in the middle ranks of larger cultural organisations or those at or near the top of smaller ones, and who have a minimum of five years' work experience.

The content of each two-week intensive residential course, which will draw on the expertise of leading figures from the cultural world and beyond, will include:

- intensive personal development work
- training in management skills
- financial accounting
- people management and teamwork
- strategic planning
- media and presentation skills
- fundraising
- marketing and lobbying
- governance and charity law

There will also be intensive small-group working and a range of case studies drawing on the experience of people who have successfully developed or turned around an organisation.

## Unilever ... catalyst unleashed ...

In partnership with the Cultural Leadership Programme, Unilever has opened its innovative in-house leadership development programme to 20 cultural sector practitioners during 2006. The first group have been participating in the programme alongside Unilever managers. The second group will be recruited for September – see the Call to Action for details.

The programme focuses on six areas led by a variety of experts:

<b>higher purpose</b>	<b>personal risk and courage</b>	<b>energy</b>
<b>presence</b>	<b>ideas</b>	<b>communication</b>

The diverse experts include writers, thinkers, entrepreneurs, artists, educators, actors, and mountaineers!

**...unleashed...** aims to help emerging leaders:

- achieve greater understanding of their values and ethics (re-connect with or strengthen what they stand for)
- increase their understanding and confidence in the bigger impact of their personal presence and wider communication skills
- develop specific creative skills, emotional and mental capabilities required to deliver that impact

## What will we achieve?

- Some 350 people will participate in the Clore Leadership Programme Short Courses programme
- A further 20 people will participate in the **Unilever ... catalyst unleashed ...** programme

# Strand 3: Career choices for leaders

## Introduction

There are many excellent leadership development courses and opportunities on offer and the choice can be bewildering. Factors which influence individual decisions will include the time and resources available, geographic access and the nature of the offer. It is estimated that some \$50 billion is spent worldwide each year on leadership development activity. The range of offers which have been developed to serve this market are a response to individuals' different learning styles and requirements.

Through the Creative Choices project, Creative & Cultural Skills will provide a guide to the different offers available. Equally importantly, we will provide the tools individuals require to analyse themselves and their specific requirements to ensure investment in leadership development is made through informed choice.

## Project outline

Creative Choices will be a web-based facility which will provide three core services:

- Review of the leadership offer: There is a huge range of leadership development courses on offer, both specific to the cultural sector and more generally available. Choosing the right leadership development course can be difficult with so much information available – and not always the right information. Through the Creative Choices project we will sift that offer, providing useful accessible comparative information. We are keen to develop a quality assurance model through this project, identifying the particular strengths of each particular leadership development offer. We have started this process by commissioning a review by Robert Hewison and John Holden of the Higher Education Institution offer. A summary of their findings will be available through the Cultural Leadership Programme website from September. Working with Learndirect, we will provide access to a full database of accredited courses and phone-line advice.
- Self analysis toolkit: we will develop a self-assessment service, using standard techniques such as 360-degree analysis, psychometric testing and intensive coaching to help individuals look at their own learning styles, aspirations, and areas of strength and weakness. We will offer additional support by facilitating access to advice from acknowledged leadership figures in the cultural sector. Additional services, such as CV-writing and access to coaching, mentoring, work shadowing and placements will also be developed.
- E-learning offer: While many aspects of leadership development rely on expert or peer support in a face-to-face setting. Other aspects, particularly those related to management skills, can

equally be developed for individual learners. We will develop a suite of e-learning opportunities in aspects of leadership development, providing access for people who would not otherwise participate in leadership learning and enhancing other offers.

In addition, the project will support the Cultural Leadership Programme website, providing a home for debate and discussion around leadership and ongoing information on the Programme.

### **What will we achieve?**

Through the Creative Choices project we will create a long-term resource for the cultural sector which will facilitate access to leadership development opportunities, increasing understanding of what it entails and what is on offer. The service will underpin the Cultural Leadership's core aim of embedding a culture of leadership in the sector. Specifically:

- Through our review of the leadership development offer, we will create a database of various learning offers, helping practitioners identify the right development option to meet their specific needs, supported by specialist phone-line advisers. This service will be open access. We envisage at least 500 people benefiting during the next two years.
- We will offer a careers service through delivery of a self-analysis toolkit. Some 300 people will benefit from this service during the project.
- We will create an e-learning offer to meet the leadership development requirements of the cultural sector. Again, the service will be open access but we plan to include 200 learners in the pilot phase.

# Strand 4: Powerbrokers – Black and minority ethnic programme

## Introduction

The virtual absence of top managers from BME backgrounds in cultural institutions is well-recognised. Across the cultural sector, the vast majority of BME employment is at service or junior levels, such as in catering, security or administration. And a number of reports have detailed the difficulties in climbing out of those levels and up the career ladder.

The claim that, in time, all will be well has never been convincing and is now no longer tenable. Current legislation around race equality and the cultural sector's own aspirations to see a more thriving and representative culture have put that claim out of court.

There have been a series of programmes and projects designed to address the lack of workforce diversity, many of them determined and focused. But they have been insufficiently integrated and they have not left a legacy that has been robust enough for later development. Consequently there has been a sense of little progress, and frustration within the sector. The Powerbrokers project in the Cultural Leadership Programme creates an opportunity to develop a coordinated, cross-sector approach which will address the problems of short-termism.

## Project outline

Powerbrokers is based on the conviction that while it is essential that people from BME backgrounds are fully represented in the overall Cultural Leadership Programme, there are significant areas of specificity. These are both innate strengths (such as global links) and historic weaknesses (such as absence from networks of influence). They demand a parallel, BME-based and targeted programme.

The proposed Powerbrokers programme will address three key areas:

- Raising the aspiration of future BME leaders and equipping them with the skills and knowledge to succeed
- Fast-track development of BME leaders on the cusp of high-level career success
- Raising the profile of existing BME leaders, celebrating their success and articulating their vision for future change

These ambitions will be delivered through three strands:

- Leadership Development Days
- Cultural Leaders Laboratory
- Critical Development Programme

## What will we achieve?

The Powerbrokers programme addresses the needs of the BME cultural sector in an interlocked holistic way:

- Provision of a diagnostic service to set younger or less experienced managers on the ladder to leadership
- Supportive intensive development for emerging BME cultural leaders
- Creation of open debate and critical theory to establish the subjects of leadership, equality, identity and diversity as central to the sector's future development
- Exploration of the need for an ongoing partnership approach across the sector to address the issue of ethnic diversity in our workforce, particularly at a leadership level.

It is recognised that a two-year programme can hardly expect to solve historical problems grown up over generations. But we cannot let this limit our ambition in making the most of this opportunity. The Powerbrokers programme has been designed so that it will in the short term provide tangible benefit to a significant number of future leaders. Perhaps the greater win for the sector will be that the Programme – properly monitored and with wide sector buy-in – will provide the basis for an ongoing legacy and a more diverse cultural leadership.

## More details...

**Powerbrokers is still in development. We have commissioned Naseem Khan to scope the project, pulling together emerging ideas. We will seek the views of a range of practitioners and buy-in from sector lead bodies. Below we have summarised thinking to date.**

### 1 Leadership Development Days

Leadership Development Days are a series of days held at intervals in the year that will provide a concentrated period of assessment and advice. A number of specialist services exist to help people identify their own needs and skills but they tend to be provided as assessment centres for high flyers already in posts as part of their Continuous Professional Development. Under this initiative, we will create a service essentially directed at a broader and possibly less experienced constituency at earlier career stages.

What might Leadership Development Days look like? The Leadership Development Days will provide a range of diagnostic techniques and support services. Elements might include:

- 360-degree analysis
- Inspiration, advice and guidance from established cultural sector leaders

- Psychometric exercises to determine strengths and weaknesses
- One-to-one intensive coaching sessions to plot a realistic route from the present to a desired future
- Role play with boards and governing bodies including guidance on and experience in chairing
- Development of useful contacts

## 2 Cultural Leaders Laboratory

The cultural sector has developed a considerable stratum of administrative expertise via its various bursary programmes, ambassador schemes, fellowships, placements and capital programmes. People who have come through them or are part of them are future sector leaders, but it is noticeable how few have gone on to senior management or leadership posts. The overwhelming view of the sector, demonstrated through the Cultural Leadership Programme Call for Ideas, is the need for a sustained, accredited, long-term development offer with high sector recognition.

The Cultural Leaders Laboratory seeks to address these issues by:

- Reviewing the existing range of BME-focussed development programmes and initiatives and tracking the career trajectories of former participants
- Creating a toolkit for programme development, collating existing best practice and knowledge to inform future BME-focussed development programmes
- Assessing the feasibility of a BME-led skills development agency for the cultural sector as part of the legacy of the Cultural Leadership Programme
- Delivering a bespoke development programme for up to 50 BME practitioners over the next two years.

The Cultural Leaders Laboratory will recognise the need of emerging BME leaders for a tailor-made bespoke service that will equip them better and help them to break through the glass ceiling.

The Cultural Leadership Laboratory will provide a first point of contact for a selected group of aspiring BME cultural leaders across the country. It will initially draw up a year's plan of action with them, based on:

- Participants' own aspirations and identification of development needs
- A professional assessment of their qualities and talents
- Their current context

Cultural Leadership Laboratory participants will have access to three main levels of provision:

- On-going mentoring, signposting, support, advice, introductions and peer-networking.
- Participation in a set of modules that will develop chief areas of need. These will include workshops, visits and presentations.
- Specialist support in Marketing, Training and Organisational Development.

The programme will provide action learning experience. The term 'Laboratory' is not only a way to grow new leaders, but it is also a way to test out ideas of how to grow them.

### 3 Critical Development Programme

We are yet to develop an analysis of leadership and diversity, or address the relationship of ancillary or sub-cultures – whether these are youth, gender-based or ethnically-specific – to the dominant or prevailing culture.

Without a broad view, there is a constant danger of seeing leadership development in terms of equal opportunities alone. We risk ignoring the wider, richer and more complex areas of power, culture, identity and cultural interaction.

To develop this thinking, Powerbrokers will stimulate a wide-ranging debate. We will commission a series of essays by major figures in the cultural world – cultural planners, academics, practitioners, cultural geographers, historians, anthropologists, writers and journalists. Criteria for selection will be independence of mind, accessibility and the ability to expand and challenge.

The aim is to:

- Develop an informed and challenging body of theoretical opinion, as the basis of a sector-wide debate
- Provide an over-arching context for considering the themes of diversity and leadership
- Establish the theme of leadership as central to a society that is looking more profoundly at itself and its history.

# Strand 5: Leadership through governance

## Introduction

**“Boards tend to be, in fact, incompetent groups of competent people” (Carver 2001)**

Through the Call for Ideas issues around governance were identified as a significant factor in successful leadership development. While many cultural sector governing bodies are highly successful, in general we lack agreed standards of good practice and access to development opportunities increasingly available in other sectors. Through the Cultural Leadership Programme we will invest in activities over the next two years to support the strengths and address the weaknesses of governance in the cultural sector.

## Project outline

The governance strand of the Programme will be delivered in three key areas:

### **1 Guidance and Support: Providing the right resources to support good governance**

This project will involve: creating effective signposting to existing information sources; developing new materials (as appropriate) to address the particular needs of the cultural sector; developing partnerships with other sectors who are also addressing these issues; and ensuring that governing bodies know where they can find good quality, reliable support.

### **2 Putting into Practice: Making sure change happens**

We will develop a range of training programmes and events to help governing bodies undertake their leadership role more effectively. We will pilot different models of governance practice to help ensure we understand the roles of governing bodies. We will also work with a range of funding bodies to ensure they play a part in putting governance leadership into practice.

### **3 Telling the Story: Putting Governance on the Map**

We will undertake an advocacy and communications campaign to promote the benefits of good governance and leadership. This will include: signposting existing best practice; developing a group of ambassadors and friends who are willing to support the campaign; and researching different ways of achieving good governance.

## What will we achieve?

Through this strand, our overarching aim is to raise awareness of the need for good governance in achieving effective cultural leadership. Specifically we will:

- Create and signpost resources for good governance
- Invest in bespoke training and development opportunities for governing bodies.

# Strand 6: Entrepreneurs as leaders

## Introduction

Watch this space.

Our Call for Ideas consultation identified developing entrepreneurs as leaders as an essential task for the Cultural Leadership Programme. Respondents were less specific on how we might do this. We feel it is important to review fully existing work in this area, including information and recommendations from the Department for Culture, Media & Sport Creative Economy Programme, to be published in September 2006. We also plan to work with entrepreneurs to shape and define the strand in response to their specific needs.

## Project outline

At this stage the project scope is wide open. We know that cultural entrepreneurs will rise to the challenge of creative thinking to create a targeted and effective programme. Here are some of their comments and ideas:

**It's about networking – it can be hard to find time to meet your peers and we're so competitive that we don't always want to share our good ideas**

**We want to see a senior executive programme for those working in the creative industries**

**It's about succession planning – how do you move on to the next big thing leaving your current project in safe hands?**

**Talk to us in our language**

**We are the best people to tell you what it is we want to see happen**

## What will we achieve?

Planning is in early stages but we hope to see up to 300 cultural entrepreneurs benefit from this Programme.

# call to action

## How can you contribute to the Cultural Leadership Programme?

### **The Partnership**

#### **Interested in joining the Partnership staff team?**

Vacancies will be advertised through the Cultural Leadership Programme website, the websites of the three partner organisations and appropriate media channels

### **Work-based opportunities**

#### **Inspired by the Network Project?**

From November 2006, we will be inviting at least 15 further emerging networks to join the project. Check our website or sign up for the e-bulletin for more information.

#### **Could you be a mentor?**

If you are involved in mentoring, or feel you have the potential to act as a mentor please let us know by signing up at the website or emailing us at [info@culturalleadership.org.uk](mailto:info@culturalleadership.org.uk).

#### **Calling all coaches**

As we develop the Executive Coaching Programme we will be offering a small number of coaching contracts to established coaches. Please sign up at our website or email us at [info@culturalleadership.org.uk](mailto:info@culturalleadership.org.uk) if you might be interested in taking part.

**To learn more about coaching and mentoring in the cultural sector, you can read Tessa Brooks' report at the website.**

### **Developing talent**

We will be scoping this project over the

next six months for delivery in 2007. If you have views on this approach, you can share them in the Talent Scout debate which we will run through the website from October.

### **Intensive Leadership Development**

#### **Interested in the Clore Leadership Programme Short Courses?**

Check the Clore Leadership Programme website at [www.cloreleadership.org](http://www.cloreleadership.org) for further details of courses and how to apply.

#### **Interested in the Unilever ... catalyst unleashed ... programme?**

We will be seeking applicants for the September 2006 programme from July. See our website for details.

### **Career Choices**

#### **Interested in participating in the development of Creative Choices?**

We plan to develop the prototype service by October 2006, going live from April 2007. We would welcome views on the nature of the service. Email us at [info@culturalleadership.org.uk](mailto:info@culturalleadership.org.uk) or sign up at the Cultural Leadership Programme website to register your interest.

#### **Interested in hearing more about our database of leadership offers and quality assurance work?**

Sign up for the Cultural Leadership Programme e-bulletin which will be issued regularly through the two-year project. Details will also be available on our

website. We want to make the resource as comprehensive as possible. If you provide leadership opportunities or courses and would like to be included in the project, please let us know.

## **Powerbrokers Black and minority ethnic development programme**

### **Interested in taking part in Powerbrokers?**

Check the website or sign up for the e-bulletin to keep informed

### **Could your agency deliver part of the Powerbrokers programme?**

We will be issuing tenders for contracts to deliver the Powerbrokers programme from July 2006. Register your interest at the website or email us at [info@culturalleadership.org.uk](mailto:info@culturalleadership.org.uk)

### **Do you have ideas that will inform the Critical Development Programme?**

Email us at [info@culturalleadership.org.uk](mailto:info@culturalleadership.org.uk)

## **Leading through Governance**

### **Want to know more about leadership and governance?**

We have commissioned two scoping studies in this area from Graham Devlin and Caroline Felton. To read these reports, visit the website.

An excellent source of information and support is available from the Governance Hub. Visit [www.governancehub.co.uk](http://www.governancehub.co.uk) for the Code of Governance for the Voluntary Sector and a wide range of advice, information and guidance on governance.

### **Interested in development opportunities for your governing body?**

Check the website or sign up for the e-bulletin to keep informed.

### **Could your agency deliver part of the governance programme?**

We will be issuing tenders for contracts to deliver the governance programme from July 2006. Register your interest at the website or email us at [info@culturalleadership.org.uk](mailto:info@culturalleadership.org.uk)

## **Entrepreneurs as leaders**

### **Want to share your ideas?**

From September 2006 we plan to set up a working group of cultural entrepreneurs to shape and develop this programme. Membership will be by application – email us your details or sign up at the website if you want to receive details of taking part.

[www.culturalleadership.org.uk](http://www.culturalleadership.org.uk)

