

Heritage, legacy & leadership: ideas & interventions

On the 22 February, 250 artists, programmers, curators, practitioners, policy makers, activists, entrepreneurs and academics will share a platform to take up the challenge to engage in multiple-levels of Dialogues on Leadership that underpin the intersecting themes of equalities and empowerment.

Most would agree that strong leadership is an essential quality for successful cultural practice. However leadership ideals are often challenged by fixed organisational mores and professional practices, and exclusive notions of culture and heritage. Such challenges have limited the possibilities for utilising leadership techniques that move beyond familiar and safe narratives and structures.

"Heritage, both physical and intangible is a final expression of interaction and encounters between people, cultures and civilisations. Thus, heritage should be read, practised and celebrated as a multicultural process"



comments Doudou Diène, international keynote speaker at the Heritage, Legacy & Leadership symposium. Diène, Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerances, at the Office of the United Nations High Commissioner for Human Rights will present his views during his opening session, *'The Challenge of Cultural Pluralism in the Global Context'*.

This distinguished speaker will be joined by several international thought leaders, including: Dr Hakim Adi, Chair of BASA, James Early, Director of Cultural Heritage Policy, Smithsonian Centre for Folklife and Cultural Heritage, US, Roy Clare CBE, MLA, Colin Prescod, Chair of Institute of Race Relations, Sandy Nairne, Director of the National Portrait Gallery, Dr. Roshi Naidoo, Lonnie G. Bunch III and many other influential speakers.

Speaking of the genesis of the symposium, Makeda Coaston, Senior Cultural Strategy Officer at the GLA and project manager for the Mayor's Commission on African and Asian Heritage (MCAAH), commented: "We are

Heritage Legacy & Leadership

Ideas and
Interventions

Announcing a ground-breaking symposium on cultural diversity and heritage

Date: 22 February 2008

Location: City Hall, London, UK

The Heritage, Legacy & Leadership Symposium is being hosted by the Cultural Leadership Programme and the Mayor of London's initiative the Mayor's Commission on African and Asian Heritage. Our partners include the Museums, Libraries and Archives Council, London Museums Hub through Renaissance London, English Heritage, MLA London and the Museums Association.

This groundbreaking symposium will deliver a crucial and dynamic international exchange to explore the issues, thinking, experiences and practices needed to support innovative leadership in the heritage sector. With contributions from a line-up of distinguished speakers, the symposium will create a thought leadership platform with the strategic objective of stimulating, championing and recognizing the role and impact of diverse cultural voices on the British heritage landscape.

For more information or to register for this free one-day symposium
Email: heritage.leadership@london.gov.uk
Download the registration form:
www.culturalleadership.org.uk
Call: 00 44 (0) 7809 194 947

International Keynote address:
"The Challenge of Cultural
Pluralism in the Global Context"

Presented by **Doudou Diène**
Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerances, Office of the United Nations High Commissioner for Human Rights, Switzerland

Key Speakers include:

Dr. Hakim Adi Reader in History, Middlesex University, Chair of Black and Asian Studies Association (BASA) UK

Clara Arokiasamy Chair, Mayor's Heritage Diversity Task Force, UK

Dr. Richard Benjamin
Head of International Museum of Slavery, Liverpool, UK

Lonnie G. Bunch III Director, Smithsonian National Museum of African American History and Culture, US

Roy Clare CBE Chief Executive, Museums, Libraries and Archives Council, UK

Prakash Daswani Festival Director, Chief Executive Cultural Co-operation, UK

Dr. Frank R. Dragtenstein NiNsee, Amsterdam, The Netherlands

James Early Director of Cultural Heritage Policy, Smithsonian Centre for Folklife and Cultural Heritage, US

Errol Francis Inspire Programme Manager, Arts Council England London, UK

Chantal Girardin Film Producer and Cultural Broker, former French Cultural Attaché for Australia, New Zealand & the South Pacific, France

Patricia Ginton-Melicholas
Writer & Cultural Critic, Vice President of Communications, College of the Bahamas Council, The Bahamas

Lee Jasper Policy Director, Equalities and Policing, Greater London Authority, UK

Naseem Khan Writer, Policy Advisor & Consultant, UK

Keith Khan Head of Culture, LOCOG, UK

Dr. Rishi Naidoo Research Consultant, Co-author of The Politics of Heritage: The Legacies of Race, UK

Sandy Nairne Director, National Portrait Gallery, UK

Dr. Nima Poovaya-Smith Curator and Director Alchemy Cultural Enterprise, UK

Colin Prescod Chair, The Institute of Race Relations, UK

Margot Rodway-Brown Training and Development Officer, V&A Museum, UK

Dr. Keith Tinker Director of the National Museum of The Bahamas, The Bahamas



starting from the premise that multiple ideas and approaches are required to embed inclusive practices that reflect innovative and courageous ideas that push the envelope and challenge our creativity.” During the course of developing and implementing the recommendations from the MCAAH as captured in the report; ‘Delivering Shared Heritage’, it had become apparent that *“a more radical notion of leadership was required to advance cultural diversity within the heritage sector”*. Coaston, talks of the need to openly face up to the layers of invisibility and structural inertia that exists within many institutions and the need to discuss the complex challenges of leadership in heritage and cultural diversity.

Developed over several months in consultation with various heritage practitioners, Coaston, working alongside Temi Odumosu from the Image of Black, ensured that the symposium programme embraced a range of ideas and acknowledged existing and pioneering interventions whilst recognising the critical dynamism and the importance of the spirited leadership of difference. Lessons from individuals and institutions both from the UK and abroad permeate the programme content, leveraging the opportunity to discuss and share the consequences of making a commitment to real and sustainable change in the modes of leadership.



These dialogues will provide a unique opportunity to develop fresh thinking around:

- International leadership and advocacy strategies
- Opportunities for inspiring change
- Techniques for embracing cultural and social shifts
- Empowering black, Asian and minority ethnic narratives and cultural ownership

The Heritage, Legacy & Leadership Symposium is jointly hosted by the Cultural Leadership Programme and the Mayor of London's initiative: MCAAH. Key partners also include the Museums, Libraries and Archives Council, London Museums Hub through Renaissance London, the British Council, English Heritage, MLA London and the Museums Association.

Further information can be found on the CLP website at: www.culturalleadership.org.uk



leadership through governance

In 2007, the Cultural Leadership Programme asked Graham Devlin and Nicola Thorold to review a range of governance issues in the cultural sector that had been identified in the 2006 CLP report, *Governance Leadership*. In particular Graham and Nicola were asked to explore:

- The desirability of the cultural sector adopting an existing governance code and whether that code should also contain a culture-specific annexe covering issues unique to the sector.
- The development of a new framework through which cultural organisations might be supported through challenging times.
- The frequently expressed view that the currently dominant constitution model for independent arts organisations (the limited liability company with charitable status) is inappropriate and should be challenged.

Three papers *Adopting Good Governance*; *Supporting Cultural Organisations Through Challenging Times* and *Could Cultural Organisations Deliver Better If They Weren't Charities?* form a cross-referring suite of papers dealing with these issues. Whilst they are closely inter-linked, each is intended to be read separately. Taken together, their conclusions and recommendations can be summarised as:

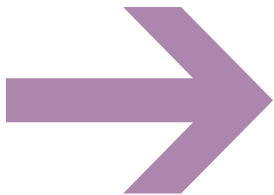
- 1 The cultural sector should adopt the Governance Code (*Good Governance: A Code for the Voluntary and Community Sector*) and other models and guidance developed by the Governance Hub.
- 2 The only topic of particular relevance to the cultural sector that is not covered appropriately in *Good Governance* is artistic/creative risk. *Adopting Good Governance* offers guidance on how this issue might be addressed.

- 3 In support of best practice, *Adopting Good Governance* also includes guidance on Governance resources available at the time of writing; check lists for induction, board audits, policies and procedures; a list of characteristics of Good Governance, and a suggested approach to self-evaluation (The Health Check).
- 4 The Health Check is also central to the approach suggested in *Supporting Cultural Organisations Through Challenging Times*, which is based on the premise that cultural organisations should be enabled to be responsible for their own destiny and that a 'grown-up' relationship with their principal funder(s) should allow them to address challenging issues through a collaborative and supportive framework.
- 5 *Could Cultural Organisations Deliver Better If They Weren't Charities?* concludes that, whilst the charitable model may not be perfect, it is not itself the primary cause of the board/executive difficulties that were frequently reported through the consultation processes leading to these papers. Rather, it is suggested that these problems arise from behavioural and attitudinal disjunctions and that a number of remedial actions could be taken to help address these.

The three Governance papers highlighted above: *Adopting Good Governance*; *Supporting Cultural Organisations through Challenging Times* and *Could Cultural Organisations Deliver Better If They Weren't Charities?* are available to download from the CLP website at: www.culturalleadership.org.uk/thesixstrands/governancedevelopment

CLP soundbites...

A snapshot of activities and reviews. See www.culturalleadership.org.uk for full details.

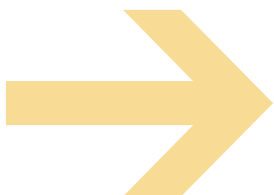


Creative business leadership

In partnership with the **Institute of Practitioners in Advertising (IPA)**, the CLP put out a tender for an organisation, individual or consortium to devise, manage and deliver all aspects of a Creative Business Leadership (CBL) programme (and related pre-activity) aimed at supporting strong leadership, business growth and creative renewal within the creative and cultural industries. Interviews are now underway and we anticipate selecting a distinguished delivery partner for this important opportunity.

Women in leadership - baseline study

Following on from its earlier Dialogue 'Women at the Top' www.culturalleadership.org.uk/dialoguesonleadership/womenatthetop/ the CLP has tendered for a research partner to conduct a benchmark study on the evidence of women in leadership of the creative and cultural industries in the UK. This baseline will support the assessment and consideration of strategies to further the development of diversity within and across these sectors. Further information on the outcomes of the baseline study will be available shortly.



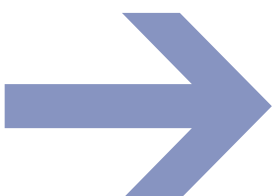
Creative Choices

Creative Choices (the new name for Creative Knowledge Lab) is the CLP strand delivering an online tool for the creative and cultural sectors which will enable users to tailor the site to their individual needs. The site will have its public launch as part of the Liverpool Capital of Culture events on 22 April, 2008.

Powerbrokers International Leadership Placements

CLP are offering an eclectic range of international placements across the cultural and creative industries, set in dynamic culturally diverse environments in places such as New York, the Caribbean, South and West Africa and South East Asia. The placements are aimed at BME creatives as well as those in managerial areas of the sectors. Independent consultant Maureen Salmon has arranged the first four placements in the dynamic host organisations of Harlem Stage, National Gallery of Jamaica, National Library of Jamaica and Jazz at Lincoln Centre.

"I'm delighted with the significant response to these leadership opportunities. Short listing will be tough with such good calibre applicants - a testament to the demand for on the job leadership opportunities such as these."



Disability leadership development programme

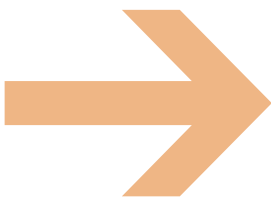
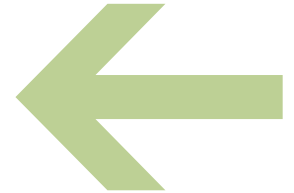
Through recognising barriers in the work place for deaf and disabled people working in the creative and cultural sectors, CLP has commissioned ADA inc and PeopleCreate to produce Sync; a programme of activities, including research, debate and personalised learning and coaching. Further information will be available on the CLP website: www.culturalleadership.org.uk

CLP events...

See www.culturalleadership.org.uk for full details.

High Time: Leadership from a disability perspective 31 January 2008 | Royal Opera House

The Cultural Leadership Programme and DALI (Disability Action Learning Initiative) presented High Time; a dialogue for emerging and current disabled leaders within the creative and cultural sectors. Speakers included: Dame Jane Campbell, Vice-Chair, Government Independent Living Review Panel & Alison Walsh, Editorial Manager, Channel 4 Disability. For further information email: info@culturalleadership.org.uk

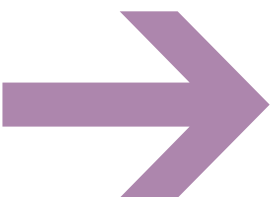
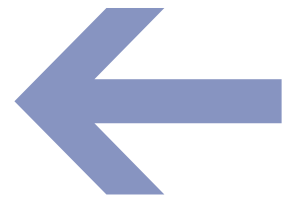


Concourse | 5 February 2008 | Mayor's Living Room, City Hall

Concourse is a one-day event for independent/freelance specialists, working across the creative and cultural sectors. This event provides space, time and structure for valuable professional development and dialogue on leadership. For further information and an application pack, contact Barbara Brunson at: barbara.brunson@creativepeople.org.uk

Understanding Organisations 2 | 12 February 2008 | The Lightbox, Woking

The second in a series of events looking at the bigger picture of governance and organisational development in cultural organisations. For CEOs, senior staff and board members who want to strengthen governance in their organisations, and for trainers, consultants, advisers, funders and policy makers interested in the issues of governance. For further information and for a full programme of GOLD events please visit www.goldnet.wikispaces.com



A cultural sector action agenda on Climate Change 4 March 2008 | National Theatre

There is an urgent need to embark on the journey to adapt to and mitigate against the effects of climate change. Some organisations are taking early steps and some are considering the best route. The leadership for these actions can arise from many different groupings within an organisation. How can we best support the people with the passions to take these initiatives forward and what is the future that we are aiming for? Might this open up entirely new possibilities for cultural leadership? The Cultural Leadership Programme and TippingPoint are bringing together organisations from across the creative and cultural sectors to share good practice and increase learning. This first stage event is for an invited delegate from an organisation. If you would like to receive further information please contact: angela@tippingpoint.org.uk

CLP Alumni | 3 April 2008 | Emirates Stadium, London

CLP will be hosting an Alumni event in London for all participants who have taken part in CLP opportunities, courses and events. The CLP Alumni gathering will be an excellent opportunity, not only to share learning with fellow participants, but also to provide fresh impetus and tools to encourage continuing leadership development. To register your interest in attending, please email: info@culturalleadership.org.uk



networks development day

Back in November, the CLP held a development day for members of the 30 networks funded through the Work Based Opportunities strand. Members of networks such as the Music Leaders Group, the Manchester Arts Managers Group, the Black Producers Network and the European Mela Network met at Chelsea College of Arts, Millbank to share experiences and issues, exchange good practice and build links for potential activity between the networks.

The day was facilitated by Jackee Holder, Director of Life Work in Progress and began with a keynote presentation from Helen Marriage, Director of Artichoke. Helen, with co-director Nicky Webb, founded Artichoke in 2002 and stunned London with the visit of Royal de Luxe's The Sultan's Elephant in May 2006. Using this as the focus of her presentation she spoke of the key qualities necessary in a leader. She referenced six C's of leadership: Challenge, Certainty, Communication, Charm, Consultation & Confidence. Her inspirational words provided an excellent starting point for the day and were referenced by many subsequent speakers.

Delegates warmly welcomed the opportunity to hear and share learning experiences from network leaders; a series of brief presentations from individual members giving a personal perspective on an area of learning or development undertaken as part of their Network activity. Julia Harris (Devon Guild of Craftsmen) from the Craft Leaders Network spoke about the application of theatrical skills to the development of leadership qualities. Mel Whewell (Tyne & Wear Museums) from the

Newcastle Gateshead Partnership recounted her International experiences. Sarah Ogle (Liverpool Everyman and Playhouse) from the Liverpool Hub outlined the successor development she had undertaken. Vena Ramphal (creativity consultant and choreographer) from South Asian Arts - put those present through a brief exercise as a taster of her Entrepreneurial Challenge. Jenny Goodwin (Music Publishers Association) from the Music Leaders Network spoke about the challenges of melding individual learning and group learning. Charlie Fox (Counterproductions) from the New Work Network gave us his experiences of action learning and Sue Kay, joint Director from Creating Cultural Leadership South West talked about the place of formal learning such as workshops and seminars in the leadership development mix.

David Jackson, former Director of the National College of School Leadership, now a Senior Associate at the Innovation Unit, shared his wealth of experience in the development of strategic networked learning communities. Using a combination of presentation and group discussion he touched upon key messages from existing research and practice, its application to CLP networks current context, challenges and areas for development. He also shared the wealth of support material for learning networks produced by National College of School Leadership which is available on their website at - www.ncsl.org.uk/networked/index.cfm

"An inspiring meeting and well worth attending".

Jo Melville, Broad Horizons Network

A further network development day is planned for Spring 2008 and details of this will be available on the CLP peer network.



'peaches'

Throughout 2006 and 2007, a number of exciting 'Peach' placements have taken place in a diverse range of organisations across the UK.

The next set of 'Peach' placements which are all due to commence in early 2008, include: 2 Disability Associate and 2 Youth Cultural Associate placements working with Keith Khan, Head of Culture at London 2012, a Training and Development Associate working at Tate National with Caroline Collier and a Cultural Broker placement in the Arts

Department of the British Council working with Venu Dhupa, Director of Arts.

Further 'Peach' placements at The Drum and sampad in Birmingham and Rich Mix in London will get underway in early and mid 2008.

There will be a number of other exciting 'Peach' placement opportunities throughout 2008. See www.culturalleadership.org.uk/opportunities for further details.

The CLP is keen to develop 'Peach' placements in artistic leadership. Please forward thoughts and ideas to info@culturalleadership.org.uk



Photos: DanceEast Rural Retreats



CLP and DanceEast champion artistic leadership

CLP is delighted to be working with DanceEast to deliver international placements specifically structured for aspiring artistic leaders of dance to shadow artistic directors of major international companies. The initiative was launched at a high profile reception at The House of Commons where Margaret Hodge MP, Minister for Culture

welcomed the collaboration between CLP & DanceEast.

"Supporting leadership is hugely important. The only way you get excellence is through supporting the development of skills."
Margaret Hodge MP, Minister for Culture, DCMS

a 'knowing' approach to the cultural leadership debate

In her article, *'Foot in mouth or pearl of wisdom?'*, Sue Kay, Independent Consultant, reflects on the current debate around cultural leadership development. Sue uses Donald Rumsfeld's infamous remark "As we know...there are known knowns; there are things we know we know..." as the stimulus for a personal perspective, taking us through four stages of 'knowing' about cultural leadership!

The full article is available on the CLP website at www.culturalleadership/leadersonleadership and an extract is also published here.

Within a leadership development context, let's start with **the things we know we don't know**.

Despite the fact that the creative and cultural industries are growing at twice the rate of the economy as a whole and while there is no discernible lack of talent, vision or originality in the sector, we know (because we have been told it for quite some time now) that there are concerns about our management and leadership capabilities. Shortcomings in these areas, it is argued, has undermined our ability to recruit senior positions in flagship institutions, limited our capacity for growth and put at risk our future contribution to the economy. A significant 'crisis of cultural leadership' associated with apathy, low morale and a general lack of aspiration - since reframed as 'a serious gap in current provision for developing our current and future leaders' - was key to the establishment of the Clore Leadership Programme and to securing Treasury funding for the Cultural Leadership Programme.

While the notion of a crisis has generated an important strand of debate, maybe now we are in a position to put down the broad brush, in favour of a more detailed and nuanced illustration of what we don't know about leadership in and of our sector. Without that 'sober' and respectful

judgement of the state of cultural leadership at an individual, organisational and sectoral level, it seems to me that we run the risk of over-emphasising 'skills' development; reinforcing rather than countering a prevailing sense of our own deficit.

Things we don't know we know

I would suggest that there is a fair amount that we don't know we know about leadership, partly because of the invisibility and undocumented nature of much of our practice - aided and abetted by the demands of boards, funders and stakeholders, unrealistic job descriptions and a culture of over-work. Not unconnected with this, there are also established traditions of auto-didacticism and 'learning on the job' across large parts of our sector - often because the nature of the work, places people in situations that push them to expand their competence. The trouble is that our 'busyness' can mean that we do not draw back sufficiently to extract all the possible learning from our experiences, and if we don't reflect, then we can't recognise and properly articulate what we know.

It is to the credit of the Cultural Leadership Programme that informal learning is recognised and promoted alongside non-formal and formal, accredited provision - not least because it reflects an important aspect of our working 'culture'.

To read the full article, please go to: www.culturalleadership.org.uk/leadersonleadership



realities and revelations

What is it *really* like, being a leader, asked Baroness Lola Young as she opened 'Realities and Revelations' at the RSA in December. How many share the frustration of the leader who admitted he often wanted to 'go home and cry'? Was that the common experience of people in the room? This Dialogue on Leadership invited honesty and created the space for personal reflection on the frustrations and challenges of leadership.

Attendees were inspired by presentations from four speakers from different sectors. Janine Irons, director of The Dune Music Company and Tomorrow's Warriors led the field, outlining a dilemma that proved, in discussion, to have wider ramifications - how to instil a value for "community" in the young leaders, so that the important chain of community development is not broken as they rise to personal success? Where and how does the leader get the fuel to re-ignite their enthusiasm and maintain forward momentum after years of challenge? What, in that situation, should be the role of the leader? Janine's example highlighted two important aspects. Firstly it showed that a leader needs to operate within a structure that can refresh and reinforce them. That strand also emerged in the presentation of consultant Graham Devlin; his research, based on meetings with a large number of cross-sectoral CEOs, had uncovered the same need.

Secondly, Irons' example brought up questions about the wider role of both leader and cultural organisation. Can they operate in a vacuum, or do they both have wider civic responsibilities? CEOs considered that an outward vision, said Devlin, was vital. Jenny Sealey, artistic director of Graeae Theatre Company, agreed. Too often disabled people, she said, had remained stuck in a stance of protest: it was inward-turning and negative and needed to be left behind. 'I want to get off my soapbox. I am bored with talking about deafness and disability!' On the other hand, she acknowledged there were forces that wanted to keep her in what was considered her place, and the place of other disabled

people. Stereotypes and expectations, agreed people across the room, were general impediments in the rise to leadership.

The ideal leaders was still seen, they said, as white, male, able bodied, middle/upper class and Oxbridge educated. These tacit assumptions continued to infiltrate profiles in job descriptions, and they still dominated boards themselves. Worse, they affected people's own thinking about their own horizons and capabilities.

The true subtlety of leadership got lost in that miasma. Boards, said Devlin, particularly needed to think more deeply about the nature of their organisation and, from that, the specific kind of leader and leadership it needed. Lord Adebawale - CEO of Turning Point - agreed, though he himself did not accept that cultural leaders were any different from any others. All sectors, he said in his presentation, showed similar patterns and phases, moving along the scale from simple 'Technicians' to 'Magicians'. But the key to it all, he stressed, was for a leader to be authentic: to be able to discard masks and even be unafraid to show vulnerability. 'The best leaders are those who feel confident in their leadership ability in any situation.'

Confidence needs sustaining structures and 'Realities and Revelations' revealed their absence. The session did not aim to provide a checklist for progress. But it did demonstrate a common awareness of a need for new interventions - for training, structures, robust publicity - that would counter negativity, help to build esteem and dethrone the image of the heroic leader.

Naseem Khan



Photo: © Annaliese Comelab

CLP opportunities

Peach Placements

CLP are delighted to announce the next set of Peach placements that encourage 'learning through doing', with guidance and support from some of the industries' most respected leaders and organisations.

Endowment Policy Project Manager, Royal Opera House
Sustainability Associate, Tate National Projects Associate, Tate Liverpool
Strategic Researcher, Compton Verney Partnership Associate, Wales Millennium Centre

Full placement details will be available on the CLP website from 18 February, 2008 at:

www.culturalleadership.org.uk/opportunities

Clore Leadership Programme

The Cultural Leadership Programme is delighted to be supporting five Clore fellows in 2008/09 to enhance the range of leadership opportunities we offer.

The Clore Leadership Programme is designed to help develop the knowledge, skills, networks and experience of potential leaders across a wide range of cultural activity.

Each Fellow will have an individually tailored programme, lasting a year or longer, and starting in September 2008. This will include:

- Two intensive residential leadership courses
- Professional development through mentoring, tuition and group learning
- Time for reflection, research and debate
- A period of secondment, including experience of managing a high level project

Applications open on 28 January and close Monday, 3 March, 2008.

For further information and an online application pack, please visit:

www.cloreleadership.org

Leading local culture

CLP is delighted to be working with CLOA & NALGAO to develop a programme of individual work based learning opportunities, which harnesses the expertise of current public sector cultural leaders and innovators. The programme will equip emerging and established leaders with the qualities and high-level skills they need to deliver excellent cultural provision in the public sector environment. For further information, please email: info@culturalleadership.org.uk

Leadership Development Days

Leadership Development Days are a series of intensive development days for emerging and mid career leaders, designed to support and enhance the leadership potential of black, Asian and ethnic minority people, disabled people and those working in micro-businesses (1-5 staff) in the cultural and creative industries.

Brighton 7 February
London 8 February
Belfast 12 February
London 26 February (signed interpretation)
Cardiff 6 March
Bristol 7 March
Newcastle 11 March

"Yesterday was one of those rare days, full of practical tools for self guidance, self reflection and positive outlook. If only training programmes like this were available to workers in the cultural sector, like myself, more often"

Participant, Manchester Leadership Development Day

For further information, or to apply, please go to: www.leadershipdevelopmentdays.org.uk

Entrepreneurs in Conversation

The CLP networks will host a series of 'in-conversation' events in March/April to provide inspiration to emerging cultural entrepreneurs around the UK. The events will bring together inspirational entrepreneurs in dialogue with an invited audience.

The 'Entrepreneur in Conversation' Programme will:

- Put a spotlight on cultural entrepreneurialism in all its forms
- Inspire emerging entrepreneurs in networks and beyond

The first 'in conversation' dialogue will be organised by the Safe Hands Network. The programme also includes a dialogue with Philip Patston, creative philanthropist & entrepreneur and the DALI Network.

Further information on these events will be available on the CLP website shortly. To register your interest in attending, email:

info@culturalleadership.org.uk

CLP opportunities

Integrated Leadership

Many of us aspire to be more centred in our leadership, but return again and again to old reactions and habits, especially when stressed or when faced with conflict. The CLP has developed this set of one-day workshops which provides simple techniques designed to help you recognise how your mind and body habitually react to pressure, and to access more skilful responses which make best use of the resources at your disposal.

Liverpool 7 April 2008

London 9 April 2008

Bristol 10 April 2008

For further information on these workshops and how to apply, please go to the CLP website at: www.culturalleadership.org.uk/opportunities

Powerbrokers: Focus on Executive Leadership

Powerbrokers: Leadership Pathways is providing a short series of intensive one-day workshops for Chief Executives and Chairs to share good practice and discover fascinating regimes for healthy leadership. These workshops, facilitated by Oliver Nyumbu, Chief Executive of Caret, a leading consultancy, will provide high-level collaborative professional and personal development and peer-to-peer networking with black, Asian and minority ethnic senior executives.

For further information, or to apply, please go to the CLP website:

www.culturalleadership.org.uk/opportunities/powerbrokersleadershippathways

£10 million investment in Cultural Leadership Programme

As part of the Arts Council England's Funding Announcement on 1 February, it has been revealed that the Cultural Leadership Programme has been granted £10 million over the next three years.

Cultural Leadership Programme Chairman, David Kershaw, Chief Executive of M&C Saatchi, says:

"We are absolutely delighted with today's announcement. It is great news for cultural and creative industries across the board. It is also a great testament to the contribution of the CLP in the first two years and we are determined to capitalise on the opportunities that this further provision affords."

CLP Delivery Partnership

The Cultural Leadership Delivery Partnership is a unique platform for collaboration and development across the creative and cultural sectors led by the 3 sector lead organisations - Arts Council England, Museum Libraries and Archives and Creative and Cultural Skills. This key partnership enables the CLP to bring together and serve the leadership development needs of the cultural and creative sectors from the arts to advertising.

CLP Board

Chair

David Kershaw, Chief Executive, M&C Saatchi

Sheerla Ghosh, Deputy Director, inIVA

Virginia Tandy, Director, Manchester City Galleries

Tom Bewick, Director, Creative & Cultural Skills

Althea Efunshile, Executive Director, Arts Planning and Investment, Arts Council England

Sue Wilkinson, Director, Policy and Advocacy, MLA

Michael Lynch, Chief Executive, South Bank Centre

Rt Hon Lord Smith of Finsbury, Director, Clore Fellowship

Gemma Emmanuel-Waterton, New Wolsey Theatre, Ipswich

See the CLP Board's views on leadership at: www.culturalleadership.org.uk/aboutthepartners/clpboard/

For further information on the CLP delivery partnership organisations, please see: www.mla.gov.uk, www.ccskills.org.uk and www.artscouncil.org.uk