

COLLABORATION PLACE CHANGE

**Cultural Leadership Development for Norfolk & Suffolk
Key Information Pack: Collaboration: Place: Change Developing Leaders**

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What is Collaboration: Place: Change?

Collaboration: Place: Change (CPC) is a new leadership programme designed to equip current and next-generation creative and cultural leaders with the skills they need to drive creative, social and economic change across Norfolk and Suffolk. There are three strands to the programme

- CPC+ for existing senior leaders to offer support and collaborative learning as the regions meet the challenges of Covid-19. Applications for this programme are closed you can read who was selected for [here](#)
- CPC Developing Leaders for cultural leaders who have 5+ years' experience Read more [here](#)
- CPC Emerging Leaders for leaders who have up to 5 years' experience. Read more [here](#)

Each programme is carefully tailored to meet the needs of the cohort and the cultural sector in Norfolk and Suffolk and makes use of both physical and virtual working.

CPC is one of 18 projects nationally supported by the Arts Council England Transforming Leadership Fund. The fund was established to address specific issues around diversity across leadership, opportunities for emerging and early career leaders, and the development of executive skills at senior levels.
<https://www.artscouncil.org.uk/funding-finder/transforming-leadership>

The Collaboration: Place: Change programme is managed by the [National Centre for Writing](#) on behalf of the [New Anglia LEP Culture Board](#), and delivered in partnership with the [Clare Leadership](#), [Achatas Philanthropy](#) and the [University of East Anglia](#). The Programme is supported by [Arts Council England](#), [New Anglia LEP Innovative Projects Fund](#), [Suffolk County Council](#), [Norfolk County Council](#), [Norwich City Council](#) and other cultural organisations in Norfolk and Suffolk

Who is CPC Developing Leaders for?

- We are offering 20 places to those living and/or working in Norfolk or Suffolk.
- We are inviting applications from developing cultural leaders or senior managers (employed or freelance) with 5+ years' experience of strategic development, initiating innovative projects and leading partnerships in the arts, culture, museums, libraries, Higher Education or public sector and who are committed to taking part in a significant period of directed and self-directed learning in order to strengthen and develop their individual leadership practice*.
- There is a significant lack of diversity within cultural leadership nationally and regionally. To ensure the long-term sustainability of cultural leadership we welcome applications which represent our region in terms of ethnicity, disability, gender and socio-economic background.

* Example job titles for

- **applicants working in organisations** could include Head of Communications, Museums Visitor Manager, General Manager in a theatre, Local Authority Arts and Events Manager, Library Manager, Programme Director, Finance Director, Head of Fundraising, Head of Learning & Participation.
- **freelance applicants** - you may have a portfolio career which includes several strands of work. You may be an Artist Educator, Artist Practitioner, Theatre Director, Creative Producer, Community Artist, Performer, Events Manager, Festival Manager.

This is not an exhaustive list; you may have a relevant role which differs from these.

Applications for Emerging Leaders will be launched in April 2021 with a focus on emerging and early career leaders who have up to 5 years' experience.

What does CPC Developing Leaders cost?

- Fees for organisations with 11 employees or more is £1250 per participant
- Fees for organisations with 10 employees or fewer is £750 per participant.
- There is no charge for those who apply as freelancers or sole-traders. We are offering 4 bursaries of £2,000 each to enable freelance individuals to participate in the programme. This is not available to those applying from an organisation. See information about applying for a bursary in Form Part 2 – Personal details

The fee includes:

- All training activities and course materials
- Accommodation in a private room for the residentials at or near to the course venue. For Networking days, we expect people to travel on the day. If this involves more than a 2-hour journey we will cover the cost of overnight accommodation the night before.
- For Networking days, we will provide tea/coffee and a buffet lunch
- For residentials, we will provide 3 meals, tea/coffees and other refreshments
- Caring costs while you attend the course. If you are offered a place, we will send you details of how you can claim childcare and caring costs
- We will pay for standard class travel for you to get to and from the course from your home address. We encourage participants to use public transport wherever possible. If you need to drive, you can claim mileage at 45p per mile and reasonable parking costs.

The fee does NOT include

- Alcoholic / non-alcoholic drinks with or after dinner.
- Any additional visits or activities you set up and manage independently or as a cohort.

Course delivery partners

Collaboration: Place: Change has been developed in partnership with Clore Leadership, Achates Philanthropy and the University of East Anglia.

Clore Leadership provides outstanding leadership learning, enabling cultural leaders to have a positive impact on our sector and society. They empower and equip individuals with the tools and perspectives to be great leaders.

Achates Philanthropy is a creative consultancy working with and for the cultural sector to enable resilience and integrity. The consultancy brings together outstanding cultural leaders to support organisations, individuals and the sector to develop deeper connections with audiences and help drive vision, income and build resilience.

University of East Anglia (UEA) is ranked in the UK Top 25 universities and the World Top 200 Universities. They are an internationally renowned university based in a campus that provides top quality academic, social and cultural facilities to over 17,000 students across a diverse range of Undergraduate and Postgraduate degree courses.

Programme Facilitators

The CPC Developing Leaders programme will be facilitated by Fearghus Ó Conchúir and Gaylene Gould who are there to support your engagement in the programme and will lead regular learning reviews to help maximise collaborative learning opportunities.

Fearghus Ó Conchúir is a choreographer, facilitator and coach. Frequently collaborating with experts from across and beyond the arts, he makes film and live performances to create frameworks for audiences and artists to build communities together. From 2018-2020, he was Artistic Director of National Dance Company Wales and is the Deputy Chair of the Arts Council of Ireland.

Gaylene Gould is a qualified Executive coach and facilitator specialising in Culture and the Creative Industries and has been supporting creative talent and ideas for 30 years. She is also an artist, filmmaker and writer. She has held senior leadership positions in established institutions most recently, Head of BFI Southbank. She is a regular arts broadcaster for the BBC and currently serve as a Cultural Ambassador for London.

Course content

The course content will be delivered by the partner organisations and by 'Experts by Experience'. A timetable for each event will be distributed in advance and contain a combination of elements. Each event will be facilitated to help you get the most out of the programme.

Clare Leadership	Achates Philanthropy	University of East Anglia	Experts by Experience
Clare Leadership will provide training which supports personal leadership development exploring authenticity, inclusion, managing change, wellbeing and resilience, governance and finance.	Achates Philanthropy will explore working with an audience informed approach, managing yourself and your organisation and developing a Theory of Change.	UEA will be providing academic expertise offering opportunities to engage with current research in areas relevant to cultural leadership which could include Evaluating Arts for Health and Wellbeing, Ethics in the Creative and Cultural Sector, Creative Education research and The Impact of Festivals.	To complement the training there will be opportunities to hear from a range of experts by experience from a wide range of sectors both from the region and beyond.

Programme Evaluation

To ensure that the programme achieves what it sets out to achieve, and to ensure we monitor participant progress and satisfaction, BOP Consulting will be carrying out evaluation throughout the programme.

Why choose the CPC programme?

The CPC programme is designed to be undertaken alongside your day-to-day working and combines face to face and virtual working. The face to face sessions will consist of a series of networking days and residentials that take place within Norfolk and Suffolk with virtual sessions taking place via Zoom.

NB The programme has been designed to take account of any local or national lockdown situations in relation to the Covid-19 pandemic and will be delivered according to government guidelines on social distancing or, if necessary, we will deliver completely online.

As a result of taking part in the course you will:

- Develop confident leadership and business skills
- Be able to take the learning to create positive change within your community, organisation or business.
- Be part of a peer network providing support and opportunities for collaboration.

On completion of the programme you will receive a certificate of attendance outlining a list of the training sessions you attended which can be used as a useful reference as your career develops.

Course dates

Type of Activity	Dates
Networking Day 1	Monday 11 January 2021
Residential 1	Monday 8 to Friday 12 February 2021
Achates Philanthropy Group Task	Week of 22 February 2021 *
Achates Philanthropy Group Discussion	Week of 1 March 2021 *
Networking Day 2	Tuesday 13 April 2021
Achates Philanthropy Group Task	Week of 20 April 2021*
Achates Philanthropy Group Discussion	Week of 27 April 2021*
Residential 2	Wednesday 26 to Friday 28 May 2021
Achates Philanthropy Group Task	Week of 7 June 2021*
Achates Philanthropy Group Discussion	Week of 14 June 2021*
Residential 3	Monday 5 to Thursday 8 July 2021
Achates Philanthropy Group Task	Week of 12 July 2021
Achates Philanthropy Group Discussion	Week of 19 July 2021
Networking Day 3	Monday 13 September 2021
New Anglia Culture Board Presentation and Networking.	Wednesday 13 October 2021
*The exact dates and times of the Achates Philanthropy online sessions will be arranged at the start of the programme.	

Leadership Qualities and Attributes

When shortlisting and selecting participants for the CPC programme we are looking for a combination of existing leadership experience and leadership potential. We are interested in existing experience and the potential for personal growth in the following areas.

When preparing your application please read the following list and consider how you can communicate your skills or experience in these areas. We do not expect you to have experience of everything on the list.

Accountability	Who are you accountable to and in what way? What types of reporting do you do? What would you like to be accountable for?
Agency	What level of agency do you have within your professional life? How do you use that agency for the benefit of the organisation / project you are working on?
Autonomy	How do you use your autonomy to effect positive change for others (your team, your audiences or participants, your partners) for your organisation or within your projects?
Collaboration	What is your approach to collaboration? How do you use collaboration to create benefits from audiences and participants and/or sector change?
Delegation	How do you use delegation within your role and what are the benefits?
Responsibility	What responsibilities sit solely with you and how do you manage them?

Nominator

You will need to find a Nominator to support your application and they must submit the Nominator Form directly to the CPC team by the stated deadline. The nominator is being asked to comment on your suitability for a place on the CPC programme. The nominator needs to be someone who knows you professionally.

- If you work for an organisation this could be your line manager or a board member you may have worked closely with.
- If you are freelance you could ask a partner organisation you have worked with, an arts officer or another more experienced freelance creative practitioner.

You may want to approach someone who works in another sector (for example health or social justice) but please be sure they feel able to comment on your abilities and potential as a creative / cultural leader.

The comments the nominator makes will be shared with shortlisting and selecting assessors.

Interested in applying?

- Check '**Who is CPC Developing Leaders for?**' part of this information pack.
- Check you can be available on the course dates
- To be eligible, check that you live and/or work in Norfolk or Suffolk
- Complete Part 1 – Application Form
- Complete Part 2 – Personal details (including self-evaluation questions to be used for evaluation purposes)
- Complete Part 3 – Equality and Diversity Monitoring Form
- Nominator Form - Find a nominator who is willing to support your application and can submit their comments on the form by the deadline date.
- Give yourself and your nominator plenty of time to complete the application process before the deadline of **Monday 21 September 2020 by 10am.**

Any questions?

We have a Frequently Asked Questions section on our website which can be accessed [here](#)

Accessing the application forms in alternative formats or making an application in an alternative format

If you need the application documentation in large font or alternative format, please contact us. If you would like to make your application in a different format e.g. submitting a paper application or via video or audio submission please contact us leadership@nationalcentreforwriting.org.uk

Selection Process

- There are 20 places available in this round of applications. We will normally only have one participant from any one organisation in any cohort.
- When selecting participants, we aim to create a balanced cohort reflecting the broadest range of backgrounds, lived experience, ethnicity, disability, geographical balance between Norfolk and Suffolk participants, and the area of your work.
- Part 1 of your application will be reviewed by our assessor team anonymously.
- We will notify all candidates of our decision whether they are successful or not by Wednesday 6th November 2020. Unfortunately, due to anticipated applicant numbers we won't be able to provide individual feedback but will be providing signposting information to other leadership and CPD opportunities should you not be offered a place on the CPC programme.

Meeting your Access requirements

For networking events and residentials we will use accessible buildings and accommodation. This includes being wheelchair accessible and hearing loop enabled. We can also arrange for a British Sign Language interpreter and a scribe to take notes in sessions.

All successful applicants will have the opportunity to discuss their individual access needs with a member of the CPC team before the commencement of the programme.

An anonymised group access statement will be distributed to session leaders to help them prepare sessions which consider the needs of the cohort. Facilitators will be provided with information about individual access needs in order to support individuals during delivery sessions.

Terms and Conditions

The information contained within this Key Information Pack is correct at time of issue. The National Centre for Writing reserves the right to cancel or make alterations to the programme where necessary.

If you are offered a place on the course, you will be sent a formal offer letter with a time frame within which to accept. By accepting a place on the course, you are agreeing to the following.

Payment of fees

If you are offered a place on the course your offer letter will contain details of the any fees payable. Invoices for course fees will be issued once you have accepted your place and the amount will be payable within 45 days. For smaller organisations and on request the course cost can be spread over 2 invoices, one due within 45 days of accepting a place on the programme with the second payment due by 28 May 2021.

Course cancellation

In the unlikely event of the course being cancelled before the course commences full fees will be reimbursed.

Bursary

If you are awarded a bursary this will be subject to meeting attendance and reporting requirements.

Participant cancellation

The following charges will apply if you wish to cancel your place on the programme:

- 15-30 days prior to the start of the programme: 50% of the course fees will be retained.
- 1-14 days prior to the start of the programme: 100% of the course fee will be charged / retained
- Non-attendance: 100% of the course fee will be charged / retained.