

These notes are not verbatim and are a precis of what the notetaker hears

**8<sup>th</sup> June 2022**

**Clore Leadership**

**Courses Application Q&A**

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**10 am**

## Introductions

### **Kate Atkinson (title)**

#### **Welcome.**

It is lovely to see so many of you this morning.

I am Head of Programmes at the Clore Leadership.

I will be speaking about the Clore courses, the application process and we will be hearing from our Alumni who will share their experiences.

I will then address the questions in Chat.

## Housekeeping

Support online:

- Captioning
- Summary Notetaking
- BSL interpreters.

Transcript and Summary notes available after the session.



## Winter Courses 2022/23

We have a live courses application round open now.

We are now recruiting for our Winter 2022/23 courses.

There are two courses open:

**Emerging Leaders** – A one-week residential course.

We will take applications for two of those courses in this one application round.

**Leadership Pulse** – residential – delivered in two modules over a month.

This includes individual coaching sessions and small group coaching conversations.



**Emerging Leaders**

2-5 years' experience & some experience of initiating and/or managing projects and people.

**2 courses for Winter 2022/23:**

- 8th November - 2nd December 2022
- 27th February - 3rd March 2023

**Content**

- Your Leadership style
- Business of Leadership
- Leading others

**CLORE LEADERSHIP**

## Emerging Leaders

This is our early-stage career course.

The course is for cultural sector leaders and change makers.

Open for people with around 2 to 5 years experience and some experience of initiating projects and managing people.

When we talk about leaders we are referring to people involved in some aspect of change making.

You don't have to be line management or be in a leadership role in a hierarchical role within an organisation.

This is about individuals that want to make an impact in the wider world of Arts and Culture.

**Dates:** (see Slide above)

In your application, please state which course you are applying for.

If you apply for one, and you are successful we will put you on your chosen course.

If you apply for both, we will put you on one of them.

You won't be able to change that course once it has been allocated to you.

## **Content.**

1. Understanding your own leadership style. There will be content to help you know who you are as a leader and what your leadership journey means for you.

2. The Business of Leadership - Tools and skills you need and the strategies that you need to develop your leadership journey.

For example: financial management, the nuts and bolts of working as a leader in organisation or freelance.

3. How your leadership works alongside others.

For example: there is content around teams or collaborators.



**Leadership Pulse**  
5 years' minimum experience

**Winter Course 2023 dates:**

- Module 1: 16 - 20 January 2023
- Module 2: 20 - 24 February 2023

**Content**

- Your Leadership Style,
- Leading others and managing resources
- Leading for Change
- Online individual coaching & groups

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## Leadership Pulse

This is for leaders that have minimum of 5 years experience as cultural sector leader and change maker.

It is aimed at people who are established and want to take their leadership to the next stage.

This course is open to people in organisations and freelance artists and producers.

**Dates** (see Slide above)

## **Content**

This course focuses on you understanding about your own leadership style.

For example: How you work with others, managing resources.

There is a focus around leadership for change and how you would implement change in your own context.

Additional to the Emerging Leaders course, there is support with individual coaching and group coaching work. Some of that will be on the course and some beyond the course dates.

We had a question around age restrictions.

We accept applications from any age range.

We are looking at the criteria around your experience level for these courses.

If you are unsure about which course to apply for, please contact the team for a chat.

**Course Finances**

**Emerging Leaders – subsidised**

- Band A – 1-50 employees £600+VAT
- Band B – 50+ employees £800+VAT

**Leadership Pulse – subsidised**

- Band A – 1-15 employees £1,000+VAT
- Band B – 16- 50 employees £1,500+VAT
- Band C – 51-199 employees £1,800+VAT
- Band D – 200+ employees £2,200+VAT

Unsubsidised £4,700 Pulse and £2,300 Emerging Leaders). Priority given to offering subsidised places.

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### Course Finances

**Emerging Leaders** subsidised through funding from the Arts Council England and other funders.

Two fee bands – dependent on the size of your operation or organisation.

**Leadership Pulse** is subsidised through funding from the Arts Council England and other funders.

Four fee bands.

If you are not eligible for Arts Council England and other funding – the unsubsidised course fee would apply.

Pulse - £4,700

Emerging Leaders - £2,300

# Bursaries 2022/23

- Range of full or part fee bursaries
- Sector and / or region specific
- Targeted bursaries for underrepresented groups
- Caring support bursary
- Details of individual bursaries on website
- Bursaries applies to subsidised cost
- Can apply for up to 2 bursaries
- Check you meet the criteria
- Make your case in application
- Bursary allocations made with offer

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## Bursaries

We know that fees are a challenge.

We offer a range of bursaries that applicants can apply to.

The bursaries will either part or fully fund the fees.

Each round of applications has different bursaries depending on what funds we have available.

Some funding is available for particular sectors, or regions or geographical focuses.

We do have bursaries for applicants that are under represented groups.

*For example:* we are keen to hear from applicants that are D/deaf, disabled, or Neurodivergent or Black, Asian and Ethnically diverse.

You can apply to request support with caring and costs.

*For example:* child care costs.

These are separate to bursary.

Tell us of your additional costs in the application. That is additional to the fee bursary support.

Details of bursaries are on website along with information on the eligibility.

Read the details carefully before applying to ensure you are within the eligibility criteria for any bursary you are applying for.

You can apply for 2 bursaries or apply with no bursary.

You will be asked to expand on your bursary application.

This is your chance to tell us how you meet that eligibility.

If you are successful you will be offered a place with the bursary you have asked for.

You **won't** be offered a place **without** the bursary you applied for.

# How to apply

- Read all course information & criteria
- Read *Essential Guide to Making Your Application Online*
- Register account online CL website
- Applications made via portal (unless otherwise agreed)
- Provide details of a Nominator
- Complete & submit application
- 24 places each course
- Specify choice(s) of Emerging Leaders course

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## How to apply

Read all the information and find out which course best suits you.

Documents are on the website – *Essential Guide to Making Your Application Online*.

This takes you through application questions.

Top Tips on making your application successful.

## To register online

You will need to register online for a Clore account.

This allows you to get into the Application Portal.

If you want to send us a video application or need support to do the application in another format, contact the team beforehand.

## The Nominator

The application questions will open for you.

The first thing you need to do is to give details of the Nominator.

This is critical.

The Nominator is someone that can talk about your potential and the potential development areas there are for you from the course.

We cannot accept applications without the Nominator.

It can take time for nominators to complete that section, so we urge you to do this asap.

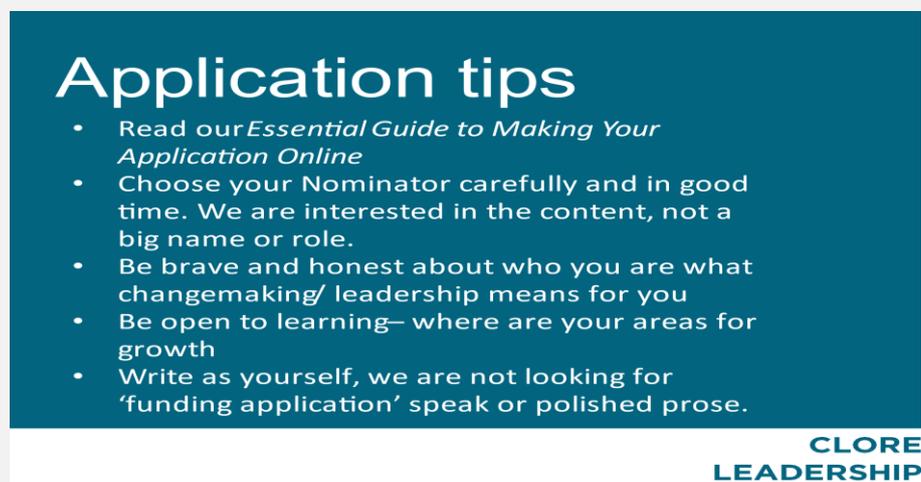
You can edit as you go but once a section is submitted it is in the system and go live.

At the end, we ask all applicants to complete a final monitoring section that all applicants are asked to complete. This helps us know who is applying and how well we do at equal opportunities.

There are **24 places** available on each of the courses.

We will have a waiting list.

We have two rounds of Emerging Leaders – please indicate if you are applying for one or both.

A graphic with a teal background and white text. The title 'Application tips' is in a large, bold, sans-serif font. Below it is a bulleted list of five tips. The text 'CLORE LEADERSHIP' is in the bottom right corner in a bold, sans-serif font.

**Application tips**

- Read our *Essential Guide to Making Your Application Online*
- Choose your Nominator carefully and in good time. We are interested in the content, not a big name or role.
- Be brave and honest about who you are what changemaking/ leadership means for you
- Be open to learning– where are your areas for growth
- Write as yourself, we are not looking for 'funding application' speak or polished prose.

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### Top Tips

Read the Essential Guide – we have a BSL video version of that.

Choose your Nominator carefully and in good time.

Their name is not critical. For example: if they are famous etc.

It is what they say about you that is important.

Be brave and honest about who you are and what change making, and leadership means to you within your application.

We are not looking for polished leaders or the finished product.

We are looking for people that are reflection, open and curious and happy to be challenged.

People that want to explore new areas of thinking about themselves and the wider world.

We are keen that you write as yourself not funding application speak or polished prose.

# Application timeline

- Deadline noon 6 July- late applications cannot be accepted
- Outcome by 1 September
- 24 places each course
- Support & alternative formats available
- Regrettably we are unable to provide individual feedback

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## Timeline

Applications are open now.

You can get in contact with the team if you have more questions.

Deadline is 6<sup>th</sup> July. We cannot accept late applications.

They all go off for external assessment.

We hope you will hear the result by 1<sup>st</sup> September.

We have 24 places on each course with a waiting list.

We can provide support and alternative formats of applications but let us know in advance.

We are not able to provide feedback to candidates that are not successful.

We get 120 for each course and we are a small team (4) so feedback is not an option.

If you want input before you apply we will support you.

The End of Kate Atkinson's presentation.

Introduction to previous courses Alumni about their experiences.

### **Uto Patrick**

I took the course last year. It was delayed because of Covid.

We started on Zoom then finished in person.

It has given me increased confidence and how to put myself in other people's shoes.

I work at the British Library as a Projects Manager with a large team.

I am task orientated.

I work with creative teams where some are neurodiverse and sometimes it causes a clash in keeping to time and budgets.

Some of the course modules helped me put myself in the seat of a creatives.

It helped me have better conversations with my team.

For example: The coaching questions you ask your colleagues to elicit effective responses.

It has helped me understand my style more in the cultural context and how it relates to working with people that are not task driven.

It has helped me ensure we work well as a team and carry out our work where everyone is happy.

It is about having good conversations with the team to pick out issues and nip things in the bud.

To have honest conversations and asking interesting questions.

## **Kate Lovell**

I did the Emerging Leaders 2020 before the Pandemic.

I am a disabled and neurodiverse person and a parent in mid 30s.

When Kate said there is no age barrier that was so important for me.

I thought I may be too old for Emerging Leaders but that was not the case.

It was enlightening and some other courses do have age restrictions.

I applied as an individual and a Freelancer.

I applied as myself.

I applied as an unrepresented person. I got a full bursary.

My daughter was under 2 at the time and Clore helped with childcare.

I encourage you to go for it.

You are not too old nor have too many needs. You can apply as a parent.

Clore makes it work.

I now have a network of friends and colleagues.

We talk all the time and meet up and support each other.

We congratulate each other all the time and support and share successes and stresses all the time.

It is 5 days on the course and you spend so much time together and you become really close as a team.

My leadership styles is softly and gently spoken.

I had a wrong idea of what a leader should be.

The course helps you find a way to be the leader that you are.

You just need the desire. You don't need to be loud and brash.

Being disabled and worrying it would be seen as a weakness, the course helped me work through that.

As busy people with lots to focus on, it is a space, that allow you to focus on yourself and your development and that is so rare.

It is a wonderful opportunity to have time and space because you are away from your everyday life and role at work. It gives you the space.

The environment is open and we could say how we wanted things to change.

For example: music was played during our sessions but someone didn't want that.

People can speak up and say what you need.

## **Emily Beecher**

I did Pulse with Uto.

It is the people that you go through the course with.

There were 23 of us from all over the country.

We finished in November and we have met up several times in small and big groups.

People support each others shows and work events etc.

That gives you a confidence because you have people that have your back.

People's careers and organisations are going through change and it is important to have people that help and support you.

I have a disability and am a single parent and everything was supported.

I was freelance and thought I wouldn't have enough experience in organisational or corporate structures, but I didn't need to.

Everyone had different experiences.

We have people in large organisations and small theatres etc so being able to hear from all of those people and their challenges was great.

I was a reluctant leader and came out a confident leader who is assured of her place and I understand my leadership style – (we did the 4 Seasons)

I have done lots of governance. The session was great fun and practical and was so helpful.

Those were the big take aways for me.

## End of Alumni presentations

**Kate Atkinson**

### Q&A

**Question:** Is there Clore support for helping education learning staff into leadership?

**Kate**

We don't have a bursary for learning related teams.

But across the cohorts we have a real mixture of different roles.

*For example:* staff involved in Marketing or freelance artist or Producers, or FOH roles and creative roles.

**Question:** How do we know if our organisation is eligible for a subsidised place bursary?

**Kate**

These are through our funding from Arts Council England and other funders, you need to double check if your work sits withing the Arts Council England footprint.

*For example:* if you are in Scotland would your work sit within Creative Scotland.

There are two pages on our website for Bursary eligibility: (one for each course)

This gives different bursary criteria and eligibility.

**Question:** How do we decide on fees if the organisation is voluntary, a professional interest group and would not match number of employees?

**Kate**

The fees bands are related to the size of the organisation.

You need to ensure your work has a clear focus around Arts and Culture.

*For example:* If you work in voluntary sector and your role is clearly related to Arts and Cultural activity. If it is only partly related it might be more difficult to make the case for sectoral change.

Your role **has to be** in arts and culture.

**Question:** How do we decision on fees for people who are freelancing and people with no funding from their employer?

**Kate**

Fees set on size of operation.

If you are a freelancer you would be in one of the smaller fee bands.

The Bursary support we offer, one of them is around support for cultural sector leaders whose work has been impacted by the Pandemic.

There are other bursary support that as freelance you may be able to apply for.

You won't be offered a place without a bursary.

**Question:** Who would be a suitable Nominator be for a freelancer.

**Kate**

We want to hear from someone who understand you and your work and you as a potential as a leader.

*For example:* Collaborator, projects partner, someone who has commissioned you.

Someone who knows you well.

**Question:** Subsidised fees and freelance artists and small artist groups.

Fees are linked to size of your operation.

We will not offer you a course place without a bursary if you have indicated you need one.

**Question:** How competitive is the process and how many applications do you usually get?

**Kate**

We get a high volume of applications – 120 for each course.

It is competitive.

We will have a small waiting list as well.

**Question:** Can an application for a Clore course impact an application for the Clore Fellowship?

**Kate**

You can apply for both. If you have attended a Clore course you can still apply for the Fellowship.

**Question:** Which email address should we write to about information on which to apply for?

**Kate**

[courses@clorelship.org](mailto:courses@clorelship.org)

**Question:** Do we have to apply to Arts Council England ourselves?

**Kate**

No the bursaries are through funding that Clore has received. You don't have to apply.

We have had people that have applied for their own development fund.

But the bursaries come through Clore leadership.

**Question:** How strict is the length of time to be in a role in the industry? *For example:* time off for children.

**Kate**

We understand that life journeys take different routes.

If you are unsure which course you fit into, have a side conversation with the member of the team.

We won't look at your application and be interrogating the dates that you were out.

We are flexible in how we consider timelines.

There are many challenges to employment at the moment.

If you are out of work because of Pandemic that will not preclude you to this.

We understand there are challenges to cultural leaders in these times.

You can still apply.

**Question:** Do Freelancers equals one employee?

**Kate**

Yes. But look at the fee bands and the bursary support level.

**Question:** Is there a detailed outline of content and contributors.

**Kate**

No there is not. The website gives you a breakdown.

If you want more details of contributor we can have a conversation.

**Question:** What if you apply and don't meet bursary criteria?

**Kate**

You can still put an application in.

We do offer full course fee places.

**Question:** If I am based in Ireland should the application bursary be Arts Council Ireland?

**Kate**

We don't have bursary support from Arts Council Ireland for this round of courses.

You would be considered an outside UK applicant and eligible for the old, subsidised course.

Some applicants do organise their own fundraising or seek a development budget from their organisation.

**Question:** What are the backgrounds of those facilitating the course?

**Kate**

We have facilitators from a range of different backgrounds and practices.

Some are professional coaches; some are previous Fellows and some are artists and film writers.

They have all worked for a long time. And we have new Facilitators as well.

**Question:** Can we access questions on the application form?

**Kate**

Yes, they are in the Essential Guide.

There is a Word version if you want that granular detail.

**Question:** Is a working-class applicants considered an underrepresented group?

**Kate**

Yes you can make that case in your eligibility.

**Question:** there is an opportunity for me to apply to the Arts Council Ireland for development training. The deadline is in couple of weeks. Can I get some measure of support?

**Kate**

Once you have applied there are two assessors that assess all the applications.

If you want a letter indicating that you have made an application we could do that.

**Question:** What is difference between Pulse and the Fellowship?

**Kate**

Leadership Pulse is a 2 module is a 2-week course and is a contained course with coaching.

The Fellowship is a much longer developed scheme.

You have placements, coaching and there is a development budget.

There is more depth in the directions it takes you in.

Support within the Fellowships release you to attend because it is much longer.  
It is a longer commitment.

The team are happy to offer additional support.

Please get in contact with us.

**Question:** I have worked mainly in academia but have done lots of impact work with organisations and leadership development work. Pulse would be a good fit for me.

But it says over 5 years, but I have also done research projects within that term.

**Kate**

As long as your work is within Arts and Culture along with your research that is fine.

You may want to check the eligibility. We have bursaries from the AHRC(?)

That criterion is listed in the website. Around research Activeness(?)

**Question:** I have worked in museums for around 30 years although not emerged as a leader yet. I feel it is there, but would it work against me?

**Kate**

Not at all.

We appreciate the different journeys that leaders take.

We will take each application on its own merit.

We want to hear what you say about yourself as a leader.

We want to see that the course is right for you and your experience level.

We are flexible on your experience.

End of questions.

Kate

Thank you for attending and if you need more information then contact us.

We will put recording of today's session.

Dian – notetaker – will be producing notes and transcript will be available.

End of Clore Leadership Q&A