**CLORE LEADERSHIP Q&A - LIVE SESSION**

Kate Atkinson:

Welcome, welcome everyone joining the webinar today for this Question & Answer session today. I'll give us a minute to let folks settle into the Zoom room and then we'll start.

Welcome, good afternoon! We'll start shortly, just letting folks come into the Zoom room.

Lovely to see you all this afternoon, welcome.

OK let's start. A very warm welcome to you this afternoon, I'm Kate Atkinson, head of leadership. This is all about the Clore Fellowship, a question & answer session.

Housekeeping: we ask that you remain muted, any questions you want to ask please put them in the chat and we'll monitor it and get through as many questions as we can.

We have two sign language interpreters today, they should be pinned if you wish to access that. Susanne is our captioner, providing live captions which you can see if you click the CC button.

I'm also delighted that we have two Clore alumni to chat to you a bit later, I'll introduce them later.

Lucy - start the PowerPoint...

**SLIDES**

This will show us the component parts of the Clore Fellowship and how to apply.

A little bit of information here about the Clore Fellowship.

[slide]

There are some core component parts I'll speak to, but it very much flexes around the needs, interests & areas of leadership learning with each fellow.

We are looking for applicants to demonstrate ambition, vision & next level leadership - in the context of Clore Leadership we talk about folks involved in change making. You don't necessarily need to be a line manager in a team, you could be a freelancer in your own area of practice. By leaders we talk about people who look to affect change in their area of work.

Covid - we will reassess the situation as the fellowship runs, and we'll make changes to reflect that.

More about the fellowship framework, the component blocks.

[slide]

Climate Assembly - to join with the wider fellowship of cohorts, around the climate emergency and what the collective, individual role of cultural leaders are in this emergency.

[slide]

Extra £3,500 - we are flexible what this activity within the development budget can look like, each individual fellow's development plan is crafted by themselves with support from Clore Leadership, but very much shaped by the fellow themselves.

Mentor / coach - we offer support in how that pairing process will work, and whether to work with a mentor or coach, but it's targeted & individual support.

Bursary support - to support the costs of releasing you to undertake the fellowship, or for yourself if you're a freelancer to support your time away from your practice.

Provocation Piece - opportunity to dive into a research project of your choosing, to explore an area of leadership learning you may be curious about. Can be written or presented in various ways, audio or film - that's up for discussion with the fellows.

Collaborative Enquiry - that is a group project where fellows dig into a research question, in whatever direction they want to go. They then present to each other.

It's possible to apply for AHRC funding beyond the fellowship, and fellows can submit a proposal for an area of academically supported research.

Support for access - we have financial resource to enable fellows to have an access budget to support their individual learning, things like interpreters & captioning, neurodiverse fellows may wish to access an ADHD coach, we can be really flexible and it depends on the fellow's access requirements. We'd have a conversation about it, and also have a conversation about any access needs you may have during the residentials. Providing a notetaker, interpreter and the like.

We have a number of fellows who are parents or carers, we can support with that as well. We have had fellows with small children - we'd have a conversation about your requirements and see what adjustments we can make.

In making your application, you can apply for up to 2 fellowships. The list of the fellowships are on the screen.

[slide]

The fellowships we are able to offer are the funders that support he fellowship.

[slide list]

Candidates who apply under self or employer funded fellowships still need to meet the same criteria as everybody else.

What we look for

[slide]

By leadership we not just target people who are in a line manager position, we also want freelancers and producers who are leading change in their area of practice.

The fellowship is very self-directed, curated by the fellow, the plan is shaped in discussion with us but is shaped by the fellow, so you are responsible to drive things forward and make it happen.

The fellowship is very reflective, you'll look at yourself and what makes you the leader you are, so it's a deep dive in learning about you.

We recognise there are underrepresented groups in leadership in the UK and beyond.

How to apply

[slide]

Nominator is the person who supports your application whom we will ask about your leadership potential. We'll also ask for referees and a video submission where you can talk about your leadership potential and change you wish to make. There are alternative formats too.

[slide]

Alternative Formats - if that is something you want to do, we encourage you to contact us to let us know. We're happy to offer support, the team can meet & discuss with you. We can also meet up if you need support, access requirements etc on how to put together your application.

Tips on your application

[slide]

There are various formats, including BSL, of the Essential Guide.

The Nominator should speak about you authentically and who you are as a leader.

There's a question that asks you how you learned from a challenge, please be honest about what you learned and what you do differently now as a result.

Think through what your aspirations are.

Articulate as you are, avoid jargon or polishing prose.

Key information on the application

[slide]

Typically we receive about 130-150 applications for each round of the fellowship and we have a cohort of about 24 individuals. We get asked how many people we usually interview, it's normally around 60.

That's my presentation - let's stop sharing

If you have questions, please do put them in the chat and we'll come to them later on. You are able to submit questions in the chat and we can take them at the end.

Now I invite two of our alumni, Niamh Lunny and Alia Alzougbi to speak briefly on the impact of the Clore Fellowship on them.

**ALUMNI**

First, to Niamh Lunny:

Hi everyone, lovely to be here. I'm Niamh Lunny, the CEO of a heritage & education charity called the Irish Landmark Trust. When I applied to Clore Leadership I was a costumes designer, on a fast track to burnout. I applied twice and was part of the 2018-19 cohort. I wasn't the oldest and not the only one with kids either!

I had seen very good and very bad leadership, and had been affected by both. As a human being on a molecular level. I was really passionate about my sector but also really clear that something needed to change - I didn't know if that was within me or in the sector! Clore Fellowship gave me the space to step back from my sector and career and explore my choices and the reality I was in. A luxurious experience in that way. Getting out of Ireland was beneficial, Ireland is small but my sector was tiny. From a distance I could see it for the fishbowl it was and I was able to see where I sat in that ecology.

I saw that at that point I didn't have the agency or network to make the changes I wanted. I had to step away to see that. I had become so institutionalised, I was a freelancer but I really was. So for me Clore Fellowship was also terrifying and amazingly freeing. It was that combination of the space, the perspectives of the people who spoke to us and of the cohort, the learning I set up for myself, that had a really huge impact. Having a mentor was something I had never had the luxury of before, and it was a game changer for me. That kind of gentle encouragement but also interrogation was so useful then. Coaching as well was helpful. But mentoring was massive for me.

Also having an instant network of 24-25 others connected within their own sectors, having all those perspectives, was an incredible learning experience. For me this pushed open the door, gave me agency to go and have conversations that I may have felt before I couldn't do. It gave me more agency.

And the impact for me has been that I have a clearer purpose, am able to better manage myself I have a challenging job I love, I'm very comfortable with leadership now. Before I thought leadership was a bit ick, but now I'm very comfortable. I know what I can & can't do and where I need help, so I can do my job much better. I can talk about myself, I know my transferable skills, and I’m just a better version of me than when I first went into Clore Fellowship.

Kate Atkinson: any questions you may have for Niamh Lunny, please put them in the chat.

Alia Alzougbi:

Lovely to hear about Niamh Lunny's journey! I'm currently joint CEO of a festival of culture within the UK with big plans for the future. I wasn't in this role when I came into Clore Fellowship, I headed up a subversive activist cultural learning organisation and loved what I did, and when I applied for Clore it was at a point where I felt I needed to get inside the system to create transformative change. I believe you need a multiplicity of positions, an ecology that allows change to be affected. I'm now running the festival, I'm also a coach on inclusive cultures in Clore, The Clore pulse and the emerging leadership sessions. These opportunities came up for me as a result of Clore. Some of it is the networks you create, but also the fact that there's so much in us all already. I'm a believer in the mystic philosophy of Sufism, that there is a light within and it's about finding the way to that light. Clore can do that. It's a self-curated leadership process. You get all sorts of things - fruits - thrown at you, and you have to make the juice. Some of it you'll love and others not, and some will be good for you. Some fruit you'll find under the bed five years later!

The impact for me is the energy boost to keep on exploring, resourcing myself to show up as my best self and do my best work, not least as a disabled person who was also on a journey to - empower is the word that comes to mind - to empower myself and speak my truth and ask for what I need. That was the result of the programme, the cohort around me, and knowing there are so many opportunities out there that are ours for the taking.

Kate Atkinson:

Thank you very much both of you, interesting to see the personal impact of the fellowship

If any questions come up, please put them up, we have now got 44 questions! I'll try and go through them and try to avoid too similar ones.

**QUESTIONS**

Someone is asking: is it 7 years’ experience in leadership or in the sector?

It’s 7 years in leadership or emerging. So if you've got 6 years and 8 months but you meet all the other criteria, try that.

Emerging leaders: you can apply for that course, applications will go live later in the Spring. If you are an emerging leader and you fit the criteria for the Accelerate Fellowship that might be something to consider.

Eligibility for Northern Ireland candidates: I'll need to seek the guidance of the funders, so I'll take that one away and check so I can advise correctly.

Provide access support to complete the application forms: as a team we can offer support yes, to help you consider what the questions are asking, we are happy to do that. Access support to have materials in an alternative format is also possible, just let us know the requirements.

Secondment for individual artists: the same way as for those who are employed, we put out a call to host organisations each years and we have a long list of placement opportunities. Fellows will look at those in the context of their plan, and we'll match that up. Fellows who are employed, there may be an intensive period and there is some flexibility.

Experience: the 7 years doesn't have to be with one employer, it can be a range of different roles, folks often are in portfolio careers so the experience can come from a mix of work and voluntary positions. We're quite flexible what we consider leadership.

Collaborate enquiry - expectations: for the provocation piece, it's a 2k piece written article or equivalent, so it's a mini research project. It's a piece of group work, the emphasis being on the process. You'll be offered a provocation question, you'll work on it as a group and then present your findings. At one of the residentials. It's a very contained project, not a PhD.

2023 international possibilities - with regret, no - the fellowships on offer for this round internationally and in the UK are based on the available funding. Some flexibility in terms of art form & location with some, but the area is very firm from our funders.

Percentage of successful AHRC research that came from this programme: not sure, but it is a discrete partnership scheme we have that is only available within this fellowship.

Secondment - can it be part time over a longer period? Yes, as a fellow you negotiate with your host, whether you’re there physically or remotely, it's very much a discussion.

National Lottery Heritage Fund fellowship: we do have that but it's a heritage fellowship, you need to be able to make a case for what heritage looks like in your context.

Definition of a medium organisation: 200+ people

Duffield Fellowship - you can be either already working or aspiring to. It's about desiring to work in larger institutions.

List of fellowships on the website lists arts fellowship twice in Ireland, but not in England? Ireland, I think there are two similar opportunities both funded by arts council Ireland. None from Arts Council Wales at the moment. The Transform fellowship is funded by the Arts Council, targeted at those underrepresented.

What if you haven't received an official ADHD diagnosis? We'd say yes, it's self-defined. If successful and need access support, we'll have a conversation about your requirements.

Multiple disciplines & sectors - can the fellowship support this kind of applicants, or should I single out a particular area of my development?

There are blurred lines, but I would say where you are applying for an art form specific fellowship you need to make the case of how your practice or role is footed in that. We understand that art form practice areas do blur boundaries and that's part of the conversation that fellows have about their learning.

How do you find someone in the early stage of their career? .

Would I submit as employed or independent? Apply from the point where you are at the moment you submit. Arts & culture is quite fluid, so don't worry about where you'll be in 3 months but about now.

Can the slides be shared? Yes, and the recording of this as well.

Is the Clore Fellowship about cultural institutions? We'd be looking for a role that is arts & culture based, that wouldn't be eligible for someone who isn't in a clear arts & culture focused role.

Details for specific requirements for each of the scholarships - we don't offer scholarships, but the fellowships are listed on the Clore Fellowship website. There's a list of the 2023 fellowships and what the eligibility requirements are.

Music: we don't have a specific art form fellowship for music as there's not funding for that at the moment. As a candidate in music, you might want to apply through the Arts Council, music would be in the eligible footprint. But there's not targeted music at the moment.

Can you apply twice? Yes, many fellows do apply multiple times. Very much welcomed to resubmit. In the process you might also find valuable learning.

The 7 years: experience can look different, it's a tapestry.

Deferred place for 24/25: no, we can't offer that. You need to apply for the round you want to be in.

Will interviews be in school holidays? I hope not, as a mum myself. They can vary across the regions.

Do the fellowship categories change year on year? Literature isn't represented... We do have fellows from a variety of roles, communications and development teams, if you're working within heritage or arts and you're in the communications team you can still apply. Fundraising also very welcome. Categories can change, it depends on the funding available. A bit of flex and change in the years.

Secondment: you can work with the employer as needed. We understand folk have stuff on, there are sometimes big projects... But stepping out of your current area of practice to give you bandwidth to focus on the fellowship is where people get a lot of value. That's what the £10k bursary is there to support.

The video question in the application: no parameters about the video format. It can be on your phone or have someone else film it. Not a polished scripted piece if you just want to free flow talk, or use BSL, it's flexible in how you want to record that.

How do you ensure equal opportunity in shortlisting for the different fellowships? We have external assessors and internal moderation. We have the targeted fellowship particularly for underrepresented groups. We have a guaranteed interview scheme for d/Deaf, disabled and other candidates. So there are lots of things we try to do to ensure equity. Always learning.

There is sometimes variations within the categories of fellowship.

£10k employer bursary, would an applicant apply for that? As a freelancer you would receive that, if employed then your employer would. You wouldn't apply separately.

Dates: if you have a big chunk of time unavailable for residential then that's not ideal as that kick-starts the learning, gelling the cohort, if you can attend at all then it's very important. The timetable for the following year tends to be around the same time, but I can't fully confirm as it's subject to venues etc.

Following this Zoom call I'll look at the rest of the questions and the team and I will put a Word document up to try and get through all the questions.

Time commitment outside the residential & workshop dates. It varies - you are undertaking your own development activity so you need to allocate time to that. The fellowship is 7 months long, some intensive periods and others reflecting & digesting, out and meeting people, so it's difficult to say what the time commitment is.

Question for Niamh Lunny: experience of learning to talk about yourself, is that a question of confidence or clarity..?

Niamh Lunny: I don't associate it with confidence, I struggle with that word. For me it's been about identifying and naming skills, and knowing that's what I have to offer. Kate, there are a huge number of questions to go through, I'm under time pressure. If anyone has a specific question for me I'm happy for people to contact me via email.

Kate Atkinson: we're coming to the end so I'll say in wrapping that we'll collect all the questions and post them in an FAQ document on the Clore website.

So I need to wrap us up now. Thank you so much for coming along. We will endeavour to answer all questions. If you'd like any support from our team, please do get in touch with us. The email is on the website. We look forward to receiving lots of applications for this year's fellowship. See you soon - thanks!