**Clore Leadership | Press Release**

**Cultural organisations pledge commitment to change after major study into workforce dynamics**

* ***Clore Leadership spearheads drive for transformation as it publishes a new report Imagine it Different - Interventions for Change***
* ***Call to action for the arts sector to rally together after 87% of cultural leaders felt that demands on them had become worse***
* ***Arts Council England pledges support with new initiatives focused on coaching, networking and learning resources***
* ***Over a dozen cultural organisations from The National Lottery Heritage Fund to Creative UK have already pledged their commitment to change***

**Monday 7 October 2024:** Clore Leadership, in partnership with *Arts Council England*, *UKRI* *Arts and Humanities Research Council* and *Paul Hamlyn Foundation*, has today published its report *Imagine it Different – Interventions for Change,* following a major study into the evolving workforce of the arts sector.

Clore Leadership - a dynamic and inclusive resource for leaders and aspiring leaders in the arts, culture and creative sectors - spearheaded the initiative to explore and understand the most pressing issues for cultural organisations and the impact that has for the arts and the cultural workforce.

Over the course of this year, it met with leaders from the arts and cultural sector to talk face to face in a series of *Leadership Now Assemblies,* as well as conducting a formal online survey in the *World of Work*. The research identified multifaceted challenges facing the sector driven by external pressures including the legacy of Covid 19, financial constraints, new technology and changing workforce dynamics.

*The* *Interventions for Change* recommendations are a reimagining of structures, processes and paradigms, which Clore Leadership hopes will result in genuine systemic change. These include enshrining values-based leadership within everyday practice; addressing issues and gaps around professional development (CPD); creating shared resources; more flexible and open commissions for funding; re-establishing the arms-length principle for non-government department bodies; and strengthening advocacy for the sector.

In addition to the core partners, Arts Council England, UKRI Arts and Humanities Research Council and Paul Hamlyn Foundation, cultural organisations including *Creative UK*, *Museums Association*, *National Lottery Heritage Fund*, the *Arts Marketing Association, Attitude is Everything*, *Cultural Learning Alliance,* *Living Wage Foundation*, *Inclusive Arts Alliance (Inc. Arts UK)*, and *64 Million Artists* have already pledged their commitment to take a lead and help drive forward these critical *Interventions for Change*.

For a thriving cultural sector we need a thriving workforce. Leaders need to be empowered and skilled to change their organisations in order to achieve better wellbeing and creative innovation. Clore Leadership is actively seeking further individuals or organisations to collaborate on the initiative to drive further change.

**Moira Sinclair, Chair, Clore Leadership, said;** *“This is an important and timely ‘state of the nation’ piece, centred around the cultural sector, an opportunity for reflection as well as, crucially, creating space to stimulate a future focus. Our research shows the cultural workforce and its leadership feel under-siege and overwhelmed, with problems being internalised: they are operating in survival mode. That’s why we are seeking partners and collaborators to make long-term change. We believe the report provides us all with practical and informed glimpses of how together we might reach towards a thriving, hopeful and well-equipped cultural sector.”*

**Mags Patten, Executive Director Public Policy and Communication, Arts Council England, said;** *“We’ve heard from the Assemblies just how stressful it is being a leader at the moment. Clore Leadership have produced a frank and insightful report and our pledge in response is to help with coaching, with networking, with learning resources and in challenging ourselves about the administrative asks ACE makes of them. Our sector leaders are committed to creative ambition and creating opportunity and we value them hugely. We also pledge to keep on listening to their needs and concerns.”*

**Professor Christopher Smith, Executive Chair, UKRI Arts and Humanities Research Council, said;** *“AHRC welcomes this report and is delighted that its funded research is offering evidence for the policy recommendations here. As we consider our own investments, we will seek to recognise and respect the changing World of Work in the creative and cultural sector, and to continue to strive to ensure that public research and innovation investment supports systemic change that will boost systemic change and create good working environments for all in these critical growth industries.”*

**Holly Donagh, Director, Strategic Learning, Insight and Influence, Paul Hamlyn Foundation, said;** “*We are really pleased to have supported this work, we know that the sector has gone through a period of huge challenge and change and we think that we need long term and brave thinking to help build a future where creativity, art and culture can thrive for all. This will only happen with intention and space created for these kind of conversations across different people and organisations and we hope this is the start of this process.”*

**Hilary Carty, Executive Director, Clore Leadership, said;** *“The change in government brings a new sense of optimism and ‘possibility’ for the cultural sector. However, the underlying issues and challenges remain, and the solutions demand strong and sustained investment as well as fresh thinking to create a healthy, resilient, and vibrant cultural sector. Clore Leadership is championing this work alongside key sector partners, collaborating for dynamic and positive change. We hope the Interventions spark the actions needed by the sector to make a lasting difference for culture and society.”*

**Headline Findings from the *World of Work* Research**

The *World of Work* research has identified multifaceted challenges facing the arts and culture sector. These include:

* Cultural organisations have struggled due to austerity measures and many leaders are feeling increasingly stretched, under-siege and overwhelmed.
* Leaders seem reliant on traditional, hierarchical leadership styles – rather than a systems leadership approach.
* A lack of sector workforce diversity is still of concern, particularly in leadership roles
* The rapid growth of social media presents challenges, exposing staff to negative external feedback and polarising perspectives.
* Recruitment and retention concerns are prevalent, with many cultural sectors struggling to retain staff - resulting in a loss of organisational memory.
* New models are needed to foster a culture of wellbeing and compassion within organisations.
* Board development and succession planning is suffering from under-investment.
* Partnerships with local authorities are undermined by crucial financial uncertainties.
* Advocacy is critical for driving meaningful change and recognition – unified voices that advocate for value and impact.
* The need to enhance digital literacy and establish principles for the ethical use of Artificial Intelligence (AI).

**Headline Recommendations from *Imagine it Different – Interventions for Change***

*Imagine It Different*, seeks to draw on the breadth and depth of insights gained, to pinpoint key points for reflection, action and change. Recommendations are clustered around four core themes: continuing professional development (CPD), Boards/Governance, Model/Organisational Development and Advocacy. These include:

* Refocusing and strengthening CPD for leaders and board members.
* Strengthening peer networks to facilitate knowledge sharing, capacity building and collective problem solving.
* Investment in shared, accessible resources, best practice case studies and frameworks for areas related to partnerships, governance, diversity, equity, justice and advocacy.
* Prioritising workforce care and development.
* Strengthening the sector through advocacy of unified voices, and a diversity of voices and perspectives.
* Improving shared accessible data and collaborative practice for the sector
* More flexible and open commissions for funding with shorter decision-making cycles.
* Expanding and deepening the range of Tax Relief benefits for cultural activities.
* Exploring avenues of payment to Trustees.

**Organisations who have pledged commitment:**

**Eilish McGuinness, Chief Executive, The National Lottery Heritage Fund, said;** *“I welcome this considered and thoughtful report, which examines the significant challenges facing leaders in the arts and heritage today whilst also mapping clear avenues for positive systemic change. I am sure it will be of great help to all those at the helm of our precious cultural ecosystem.”*

**Jo Hunter, Co-Founder and CEO, 64 Million Artists, said;** *“64 Million Artists welcomes this comprehensive review of the world of work in the cultural sector. We know, simply put, that work isn’t working, and have already begun enacting some of the recommendations in this report, creating spaces for exchange, development opportunities for leaders and gathering cross-sectoral data on how creativity can support stronger work cultures and individual leadership.”*

**Sarah Gregory, Head of Equality, Diversity & Inclusion, Creative UK, said**; “*Creative UK congratulate Clore Leadership on the launch of Imagine it Different and offer our support in taking this important work forward. There are many ways in which Imagine It Different and the work of Creative UK intersect, particularly our hope to see a step change in the diversity of creative sector leaders and the future talent pipeline…”*

**Sally Bacon, Co-Chair, The Cultural Learning Alliance, said;** *“The Cultural Learning Alliance welcomes this new Clore Leadership report. The arts have been eroded in schools for the past 14 years and this is having a direct impact on the pipeline into the cultural sector workforce… We need to reimagine our infrastructure for cultural opportunity in children’s and young people’s lives.”*

**Amanda Parker, The Inclusive Arts Alliance (Inc Arts UK), said**; *“We are addressing the World of Work's findings on strategic collaboration, and peer group support provision. We lean into the findings on the need for building wellbeing, compassion and resilience: by creating a network of Global Majority cultural sector workers of all levels of seniority, across all creative practice and across the UK we will work collaboratively - with global majority creatives and with the wider sector - to build resilience, amplify talent, build community and share skills.”*

Other organisations who have pledged commitment are *The Audience Agency,* *Access* *All Areas,* *Attitude is Everything*, *Arts Marketing Association*, *Culture Health and Wellbeing Alliance, Hybrid Consulting, Living Wage Foundation* and *The Museums Association*.

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**NOTES TO EDITORS**

**World of Work Initiative**

The **World of Work** is a programme of research delving into the evolving nature of work and leadership in response to the continually shifting backdrop marked by Covid 19, financial constraints, eroded trust, new technology and evolving workforce dynamics. The aim is to empower leaders to instigate collaborative solutions, and foster a more connected, resilient, and thriving cultural leadership. It consists of:

* **World of Work Survey** (in partnership with the UKRI Arts and Humanities Research Council): combining qualitative and quantitative data to understand how the world of work has changed and what the impact of these changes is for leaders in the cultural sector. Data from 426 survey responses was assessed. Research was conducted by Metro Dynamics
* **Leadership Now** (in partnership with Arts Council England): five Assemblies that brought together the sector workforce for discussion, exchange and shared solution-finding. The Assemblies engaged a total of 356 sector leaders. Research was conducted by Hybrid Consulting.
* **Imagine it Different** (in partnership with the Paul Hamlyn Foundation): drawing on the breadth and depth of insights surfaced through the Survey and Assemblies to pinpoint key points for reflection, action and change.

For more information visit the [Clore Leadership website.](https://www.cloreleadership.org/news-events/news/clore-leadership-and-arts-council-england-announce-series-of-assemblies-exploring-world-of-work/)

**Arts Council England**

Arts Council England is the national development agency for creativity and culture. We have set out our strategic vision in Let’s Create that by 2030 we want England to be a country in which the creativity of each of us is valued and given the chance to flourish and where every one of us has access to a remarkable range of high-quality cultural experiences. From 2023 to 2026 we will invest over £467 million of public money from Government and an estimated £250 million from The National Lottery each year to help support the sector and to deliver this vision. This year the National Lottery will celebrate 30 years of supporting good causes in the United Kingdom through raising £49 billion and awarding over 690,000 individual grants since the first draw was held in 1994.

We support employees, freelancers and volunteers across the cultural sector through funding, research, events, and resources on professional development and wellbeing. We have made £116.8million available for organisations and individuals to apply for through our National Lottery Project Grants in 2023/24 plus £14million specifically for individuals through our Developing your Creative Practice programme. Freelancers and trustees are also supported through events and programmes such as Freelance Futures and Transforming Governance and we are conducting in-depth research into the cultural workforce to help us develop further support. Arts Council England is committed to working with our funded organisations to ensure those who work in the cultural sector are properly and fairly paid. ([**www.artscouncil.org.uk**](http://www.artscouncil.org.uk/))

**UKRI Arts & Humanities Research Council**

The UKRI Arts and Humanities Research Council (AHRC), part of UK Research and Innovation, funds internationally outstanding independent researchers across the whole range of the arts and humanities: history, archaeology, digital content, philosophy, languages and literature, design, heritage, area studies, the creative and performing arts, and much more. The quality and range of research supported by AHRC works for the good of UK society and culture and contributes both to UK economic success and to the culture and welfare of societies across the globe.

**Paul Hamlyn Foundation**

Paul Hamlyn Foundation was established by Paul Hamlyn in 1987. He died in 2001 and left most of his estate to the Foundation, creating one of the largest independent grant-making foundations in the UK. We use our resources to support social change, working towards a just and equitable society in which everyone, especially young people, can realise their full potential and enjoy fulfilling and creative lives.

**About Clore Leadership**

Clore Leadership is a dynamic and inclusive resource for leaders and aspiring leaders in the arts, culture and creative sectors. Our aim is to inspire and equip leaders to have a positive impact on society through great leadership of culture. We provide leadership development programmes, promote thought leadership and fresh ideas through debate and challenge, and offer access to an incredible network of over 2,500 alumni. Clore Leadership was initiated in 2003 by the Clore Duffield Foundation, and is sustained by a partnership between private philanthropy and public funding.

At its inception, Clore Leadership provided only one leadership programme, the Clore Fellowship, and over the past 21 years the ‘offer’ has been expanded to include more training opportunities, including early career courses and board development as well as leadership development days, seminars, webinars, conferences and events. To offer the broadest spectrum of opinion, we commission and encourage research and provocation pieces from a rich variety of sources, keeping abreast of leadership knowledge and opinion.

Across freelancers, entrepreneurs and heads of established institutions, Clore Leadership nurtures dynamic and diverse leaders and has inspired investment in leadership on the part of governments, agencies, foundations and charities both nationally and internationally. Participants on our programmes are drawn from a range of specialisms including the visual and performing arts, film and digital media, libraries, museums, archives and heritage, and cultural policy.