



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

A symbol (?) represents when the notetaker is not familiar with a spelling or noun.

26th May 2023

General Access Course Application Q&A's

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Facilitators:

Kate Atkinson - Head of Clore Leadership Programmes

Nicola Williams – Programmes Coordinator

Guest speaker:

- Shanice Oryang
- Pardaad Chamsaz
- Emily Beecher

DOCOM

Kate

Good morning and a warm welcome.

I am Kate Atkinson, and I am Head of Clore Leadership Programmes. I am white woman with shoulder length blonde hair.

Housekeeping

Captions instructions – click on closed captions symbol. URL is pasted into the CHAT.

Today's session is recorded.

We will come back to questions that we cannot answer today.

Agenda

- Presentation
- Hear from our Alumni's previous experience of the courses.
- Q&A session – please put questions into CHAT

Clore leadership round of applications for our courses

We are national charity that supports the Arts and Culture sector, developing leadership.

We have residential courses and other short courses on our website.

Winter 2023/24 courses

- **Emerging Leaders – residential, 2 courses running this winter**
- **Leadership Pulse – residential, modular with individual coaching & small group conversations**

The application round is open.

These will take place in winter 2023/24.

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Emerging Leaders course.

These are residential and there are two of these courses.

You can apply for one or the other or both.

Leadership Pulse course

These are residential and modular.

Two modules a month apart. These courses have an individual coaching session and small group conversations. (with the cohort)

Emerging Leaders

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

2 runs of the course for Winter 2023:

- **Monday 6 - Friday 10 November**
- **Monday 20 - Friday 24 November**

Content

- Your Leadership Style
- Business of Leadership
- Leading others

Emerging Leaders

This is for cultural sector leaders with 2 to 5 years experience.

Plus some experience of managing and initiating projects and people.

Leadership – we mean people that are change makers.

They can be working as freelance artist or producers but your work is initiating people or projects.

Dates: see slide above.

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Content has three themes:

1. Understanding your leadership styles
2. The business of leadership
3. Leading others

Leadership Pulse

5 years' minimum experience

Winter Course 2024 dates:

- **Module 1: Monday 29 Jan - Friday 2 February**
- **Module 2: Monday 26 February - Friday 1 March**

Content

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

Pulse

This is for cultural sector leaders with more experience – 5 years plus.

Dates: see slide above.

It is important that you can attend the residential dates when you apply.

Content has three themes

1. Understanding your leadership style and reflecting on that
2. Leading others and managing resources
3. Leading for change

There is individual coaching (online or in person or on telephone) and small group conversations as a follow up after the course with your cohort.

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.

Finance

See slide.

These are subsidised by Clore from funding streams.

We have **unsubsidised fees** for people outside of the Arts council or UK region. (see fees above)

We try and prioritise offering places to those receiving the subsidised spaces as much as possible.

Bursaries 2023/24

- 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

Bursaries

Clare offers a significant number of bursaries.

We are cognisant of pressures that people are facing.

When you make your application, please specify that you are requesting support of a bursary and we will offer you a place with the agreed fee bursary support so there are no nasty surprises after the offer.

We have sector and regional bursaries supported by specific funders.

We have targeted bursaries for Deaf, disabled and neurodivergent leaders and global majority applicants.

There is a Caring Support bursary for applicants that may have dependents and need financial support.

For example: dependant parents or child care.

All these are on the website.

When you make your application please reference those criteria.

Bursaries are applied to the subsidised cost not the unsubsidised costs.

You can apply for up to two bursaries in your application.

Bursary allocations are made with the offer of a place.

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

How to apply

Check all the information in the criteria to see where your application fits best.

Please contact the team if you require further assistance.

Please read the Essential Guide to see how the applications system works.

The application questions are within that document.

If you require a BSL version, we have a video and audio and captioned version on the website.

Before you make your application you will need to register for an account.

www.cloreleadership.org

All applications have to be made via the portal unless you need to apply in an alternative format.

Please let us know if you are submitting your application in an alternative format. You need to adhere to the same deadlines.

Provide details of Nominator – someone that will speak to your cultural sector leader status. We cannot accept your application with a nominator.

There are 24 places on each course, and we have a waiting list.

Please specify which course you are applying for.

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.

Application Tips

Please read the Essential Guide.

There are good tips around using the application portal.

It also gives you the application questions to support you.

Chose your Nominator carefully and in good time.

We recommend you pick someone who knows you.

Do not pick someone for their job title or if they are famous.

We want to see leaders that are curious about the wider world of arts and culture.

Write as yourself. You can present your application authentically.

Application timeline

- Deadline noon 15 June – late applications cannot be accepted
- Outcome by late July
- 24 places each course
- Support & alternative formats available
- Regrettably we are unable to provide individual feedback

Application Timeline

Now open.

Deadline is noon on 15th June.

We cannot accept late applications.

We aim to notify applicants by late July. (*we will let you know fi there is going to be a delay*)

We can provide support for applicants from the team.

We are unable to provide individual feedback. We are a small team and cannot offer this.

Guest Alumni

Shanice Oryang

I am a dark brown skinned woman with hair in pony tail.

I did the emerging leaders course last year.

The course gave me the confidence to go for what I wanted.

That was a big thing for me. I always wanted to be a marketing consultant.

The course allows you to think about your individual journey and go for what you want.

To know your worth.

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Everyone has an agenda. That is how it is. If you don't know yours it may be assigned to you.

The course helped you to know what you want to do and how to achieve that and make your journey through that.

Pardaad Chamsaz

I work at the British Library, and I am wearing glasses and have a beard and black shirt.

Before I applied and up until I attended, I was a sceptic.

I felt that 3 days of self reflection and thinking about leadership was indulgent and full of jargon.

I was blown away at how enriching the course was.

It made me realise how significant self reflection is to our work.

Each session builds in tiers of probing of topics.

You think for yourself and in groups and the wider groups.

No other course is the time given to probing a single idea.

I don't stand out in big groups, but I was surprised at how much respect and trust was built in the group.

There was something about being away from home and asked to share your inner thoughts.

We didn't have to think about feeding ourselves or driving home so we could focus.

The ability to have the tools to make us comfortable to share group insights.

Each element was well chosen.

I liked the leadership development tools. Other leaders came in to share the leadership experiences.

Those leaders sparked something in me and the group.

The Legacy- our group is still in touch, and we have our WhatsApp. It is a space for sharing.

The course was the foundation for lots that has happened since. Including my stepping up at work since the course.

It is relevant to a lot of situations. It becomes part of you, and I approach things in certain ways because of the course.

DOCOM

Emily Beecher

I did pulse course two years ago.

I am a fair skinned white woman with curly hair.

Going onto the Pulse leadership was interesting. I didn't see myself as an established leader.

I have been a reluctant leader.

When I signed up for Pulse I felt I wanted to take my leadership more seriously.

The course has significantly changed me as a person and as a leader.

It allowed me to step into a feeling of empowerment in my leadership.

I am no longer a reluctant leader.

I embrace leadership. We covered governance to actual practice leadership skills.

Our cohort was so varied across the arts.

I am theatre and dance based producer. We have people from museums.

It was so lovely to hear how other part of the sector work.

We have a WhatsApp group and we still meet up and see each others work.

We speak to each other all the time.

We ask each other for career decisions.

Since the course so many of our cohort have gone up their career ladders, and moved between industries and we account that to the course.

We took a sense of insight.

The Walk and Talks where you walk in pairs with someone and go for a walk to discuss a topic.

I have incorporated that into my work.

I call people and walk and talk if I have something to consider.

It is now a tool in my tool box.

We didn't go in feeling we were established. We all went in doubting ourselves as a leader.

We all came out feeling empowered and able to lead teams and organisations.

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Kate

Thank you to our three alumni.

Please put your questions in the CHAT.

CHAT Q&A

Question: If we need support to apply, who would be best to reach out to?

Kate - Email <mailto:courses@cloreleadership.org>

Question: Please explain what subsidised organisation means?

Kate - This is the fee bands, not the organisation, that is subsidised by funding that clore leadership receives.

There are fee bands for organisation that sit in Arts Council England or Clore Duffield funding that is already applied to the fee band.

If you are applying from Italy you are outside of the Arts Council England area so that would be unsubsidised fee band.

Question: How do you convince your boss if you want to do the course when people tend to leave the organisation after the course?

Kate - There is an argument to be made around sharing the learning from the course with others in your organisation.

There is another Q&A for employers later today. Send your boss to those Q&As.

Question: I wanted to ask how everyone found the application process especially because we work in different industries.

Kate - I will field that to an Alumni.

Answer the application questions as you. We are looking for people from a variety of sub sectors of the arts and culture.

Shanice

Be authentic and realise that is a competitive programme. There are many applicants.

Try to stand out and draw on your experiences as to why you want to do the course.

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Pardaad

Consider leadership in a change making sense.

Be creative in how you perceive the change making. I had done work on anti racism and that was the part of my application. Be creative.

Question: to Alumni – I hope to get a longer term professional peer network beyond the course. Have you stayed in touch with your cohort?

(Pardaad has answered that in CHAT – WhatsApp group is active with support and solidarity)

Question: is Leadership Pulse about change making?

Yes it is. People make an assumption that leadership is about line management.

Clore Leadership understands that you can be a leader as an artist and change maker through your freelance work.

Leadership can happen where ever you work. You can be a line manager but you don't have to be.

Emily

Change making is a big thing in the industry.

People on my course were strong change makers. Leaders take that step to the front to show how they can make a difference; how to influence people as part of leadership rather than be dictatorial.

Clore Leadership challenges white, middle aged, male, management styles. It allows us to find our own definition of leadership and to influence people around us to make those changes and to lead from the front.

Question: Access support.

Kate - When you are offered a course, part of the onboarding process for us to understand your access needs, there is a questionnaire around access needs.

We tailor access to meet your needs.

We work with a notetaker in the space that notetakes all the sessions.

We have conversations around other access like interpreters and captioning.

Covid – people that cannot attend we have option to attend online.

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Caring support bursary. Attendees have brought their children along or family members to look after young children.

We have a variety of ways to look at what the individual needs are.

Question: Nominators contact and supporting statement. Do you need both?

Kate - Yes put their contact email into the system and they will have questions to complete too.

You cannot submit without it.

Question: Can I apply independent from my art organisation?

Kate - You are then applying as in individual. That is fine.

Question: If I apply for bursary but they are oversubscribed do you miss out on a place?

Kate - We triangulate you application along with the bursary, so you wont miss out.

Question: Which band do I fall in?.

Kate - We may have to come back to (Melissa) and come back to you after this.

Question: Will this course run in future years? I have young child.

Kate - Yes we run them annually. I have spoken about parents and caring support bursary is there for people with very young babies and children. There are limited places but where it is necessary then we can support with that.

Emily

I was a recipient of the Child Care Bursary as a single parent. It is intensive and helpful to focus on leadership and myself. The bursary was generous, and I had overnight care for my child.

Question: If we apply and are unsuccessful can we apply again?

Kate - Yes, you can apply immediately. We have people that apply a couple of times. Each application round is looked at in that round. We won't look to see if you applied before.

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Question: How over subscribed are the course?

24 places and the number of applications are around 120 applications for each course.

Pardaad

It is important to acknowledge the difference between experience of different organisations. People in larger organisations may not see themselves as leaders. But consider it as leading change in the organisations even if the organisation does not recognise your work.

Clore Leadership is there to recognise your potential.

Question: Regions. I live in Wales, but my organisation is based in England.

Kate - I would go with where your organisation is based.

End of questions

Kate

Thank you for coming along to today's session.

It has been lovely to meet you all.

Thank you to our Alumni.

Thank you to Nicola for your support.

Thank you to all our Access Support Workers.

Send an email if you need any further support.

We are looking forward to receiving your applications.

CHAT

00:27:09 Clore Leadership: CLORE EVENT Captions Link: Friday 26th May 2023

Live Captions can be accessed in this external browser simply by clicking on the link below:-

<https://text-on-tap.live/index.html#e=AQsv3HuxHN>

- Once the link is open, clicking on the Text on Tap icon in the top left hand corner of the browser window accesses a drop down menu

Saraniya Thayaparan(she/her): who would be best to reach out?

00:50:11

Kate Atkinson she/her: Do put any questions in the chat for any of the alumni or if you have questions about the applications process or courses.

Christine Takengny (she/her) Contemporary Art Society: can you please explain again what subsidised organisation means?

Melissa French: I missed which course Pardaad did?

Pardaad Chamsaz he/him: Replying to "I missed which cours..."

Like Shanice, Emerging Leaders

Melissa French: Reacted to "Like Shanice, Emer..." with 👍

Christine Takengny (she/her) Contemporary Art Society: how do you convince your boss that I would like to do the course if they are saying that people usually leave an organisation after doing the Pulse Clore leadership course????

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Jazz Willett: I wanted to ask how everyone found the application process especially as everyone works within different industries and might have tackled it differently.

Emily Mercer: Question for the alumni: a big thing I'd hope to get from taking part would be a longer-term professional peer network beyond the course. It's really helpful to hear your experience with this, Emily; Shanice and Pardaad, have you found you've stayed in touch with your cohort since your course, and how has that been?

Saraniya Thayaparan(she/her): thank you!

Clore Leadership: courses@cloreleadership.org

Amy Bryant: Is the leadership pulse also about change making i.e. doesn't matter if you aren't line managing

David Gelsthorpe: Do you just need the Nominator's contact details for the application or do you need a supporting statement from them too?

Hayley: What if I want to apply independently of my arts organisation - how does that work re. the fees?

Alex Jones: If you apply for a bursary but they're oversubscribed, is there a risk that you might lose out on a place because you have been unsuccessful securing a bursary?

Melissa French: I have a question regarding which Band I would fall in. I work for a small/medium museum with less than 15 staff. The Museum is owned and I am employed by a further education college to run the museum at arms length. Obviously the College has more staff but I work for the Museum not in further education,

Pardaad Chamsaz he/him: Replying to "Question for the alu..."

As we've all said I think, the WhatsApp group remains active! Like Emily, there are very often messages seeking both advice but also just support and solidarity, all of which is very much actively given by the cohort. The beauty of ours, I think, is that there is no pressure to keep active in the group but the group is very much there when you need it

DOCOM

Melissa French: I am looking at the Leadership Pulse course fee.

01:02:36 Jazz Willett: thank you!

Lucia Masundire: Will this programme be running again in future years? I have a young child and nervous about the residential element of the Leadership Pulse programme. It would great to hear how other parents/people with dependents have managed it before

Emily Mercer: Replying to "Question for the alu..."

Thanks!

01:06:17 Ashley Almeida: If you apply and are unsuccessful on this occasion, when can you apply again? I.e., would you not be allowed to apply for the next round, but need to wait for the one after that?

Sally Sparrow: How oversubscribed are the courses?

Melissa French: Reacted to "I have a question ..." with 👍

Lucia Masundire: That was really useful insight

Lucia Masundire: Thank you

Pardaad Chamsaz he/him: Probably important to acknowledge the difference between experience in large organisations, like my own, and the freelance and small organisation experience. People in larger organisations might not see themselves as leaders and might be stuck in clunky hierarchies with slow-moving progression. I'd encourage you to reframe what you do, at whatever level you do it, as leading change in your organisation even if your organisation hasn't recognised it as such. Sometimes we're operating against institutional resistance. Make sure to show the impact of your work. Clore is there to recognise leaders, even if your orgs themselves might not have recognised your potential and influence

Lucia Masundire: Thanks Emily

Amy Bryant: Replying to "Probably important t..."

Thank you

DOCOM

Sarah Brown (she/her) - Collections Trust: Can I ask about the 'Region in which you are based' question - I live in Wales but my organisation and all of my work is based in England. Thanks

Ashley Almeida: Reacted to "Probably important t..." with 👍

Jazz Willett: Reacted to "Probably important t..." with 👍

Sam Dodd: Reacted to "Probably important t..." with 🎉

Sarah Brown (she/her) - Collections Trust: Thanks

Hayley: Great session and alumni insight - thanks so much!

Alex Jones: Thank you, everyone!

Jazz Willett: Thank you so much this was so helpful

Pip Willcox (she/her) - The National Archives: Thank you!

Lucia Masundire: Thank you

Emily Mercer: Thanks!

End of Q&A