

● The Clore Leadership Programme



APPOINTMENT OF DIRECTOR
APPOINTMENT BRIEF
MARCH 2017





AN INTRODUCTION

Following a successful period of nine years as Director, Sue Hoyle announced in February 2017 that she would be stepping down from her post as Director of the Clore Leadership programme at the end of the summer. Under her leadership, the Programme has been strengthened and broadened, making more of international connections and demonstrating its impact on the leadership and resilience of the arts in the United Kingdom.

The Board of Trustees is now seeking to appoint an outstanding person as her successor. The Board is seeking applications from qualified candidates with an absolute commitment to excellence in leadership development, and with extensive experience of leadership in the arts, cultural or heritage sectors, or with equivalent experience of leadership development at a strategic level in other fields, combined with an extensive knowledge of the arts.

CLORE LEADERSHIP PROGRAMME

The Clore Leadership Programme was initiated by Dame Vivien Duffield and the Clore Duffield Foundation with the aim of developing a generation of exceptional cultural leaders. The Programme does this through offering Fellowships and running residential courses, leadership development days and a board development programme. Since 2004, the Programme has awarded 334 fellowships and welcomed more than 1400 participants on residential courses, as well as reaching hundreds of board members and senior executives through its governance work. Demand for its work remains very high.

Sustained by the Clore Duffield Foundation's generous support and by significant contributions from many other organisations, the Programme has pioneered a unique cross-disciplinary leadership offer for the cultural and creative sector. Since 2004, it has attracted funding from more than 70 different public, private and charitable sources, including Arts Council England, which is a principal funder. There are strategic partnerships with a range of organisations, including major cultural organisations, the Arts and Humanities Research Council, the BBC and the Foreign & Commonwealth Office.

For the first two years the focus of the Programme was on setting up the Fellowship Programme, aimed at shaping cultural leaders through in-depth learning, tailored as far as possible to the needs, aspirations and circumstances of around 25 individuals each year. The structure of the Fellowship includes workshops and residential courses, a secondment or assignment, individually-selected training, mentoring and coaching. In addition, Fellows have the option of undertaking a research or study project.

The Clore Fellowships have been awarded to outstanding individuals, drawn from different types and sizes of organisations, in areas ranging from archives to theatre. Fellows have come from across the UK, and each year a number from other countries take up Chevening scholarships including from Brazil, China, Egypt, India and South Africa. Many Fellows are now in significant leadership roles in cultural institutions and initiatives across Britain and the world. The Fellowship has created a strong set of networks in an ever-growing community.

In 2006, the Programme expanded its remit with the introduction of fortnight-long residential courses offering intensive leadership development. 50 Short Courses have been organised across the UK over the last decade, funded mainly by Arts Council England, and reaching artists, administrators, producers, curators, librarians, policy-makers and many others in the cultural and creative field: some are artists or working freelance, others running their own charities

or businesses, and others leading teams or projects in large cultural organisations.

The Clore Programme also runs one-week courses for Emerging Leaders, which are funded mainly by Arts Council England and the Esmée Fairbairn Foundation. One of the factors contributing to the success of the Short Courses and Emerging Leaders course is the involvement of two Fellows as facilitators on each course. Follow-up courses (Clore Plus), are also offered to anyone who has been a Fellow or attended a Short Course or Emerging Leaders course.

The relationship between executives and Board members is a critical ingredient in the leadership of any cultural organisation, and the Clore Leadership Programme introduced Board Development as a strand of its work in 2007. In 2016 the Programme developed an online governance tool-kit and has commissioned a review of the governance development needs of the cultural sector, funded in partnership with a consortium of trusts and foundations.

The Clore Leadership Programme also organises Leadership Development Days across the UK, in partnership with arts organisations and higher education institutes, in order to reach potential leaders who are currently under-represented on the programmes.

There has been an association with the University of Hong Kong to deliver their Advanced Cultural Leadership Programme and an international forum on cultural leadership is planned to take place in Manchester.

In 2007 the Clore Duffield Foundation also created the Clore Social Leadership Programme which works with social and community charities and organisations to develop outstanding and creative leadership in the third sector.

Over the past year the Trustees of the Clore Leadership Programme have been considering the key strategic demands for leadership and the best ways in which Clore can serve individuals, organisations and the sector. The new Director will therefore join the organisation at an exciting and important time as it looks forward to the next stage of development, building on success over the past 13 years, while ensuring that the Programme remains relevant to the future needs of the cultural sector.

FINANCE

The Clore Leadership Programme annual income is around £1.6 million a year. This comes from a variety of sources, and in 2016/17 is expected to be as follows:

- 39% from public funders, with the largest grant from Arts Council England

- 38% from Trusts and Foundations, with major support from the Clore Duffield Foundation
- 10% from fees/earned income
- 7% from international funding
- 2% from consortia of cultural organisations
- 4% from other sources.

To safeguard core activities in periods of fluctuating income, the Board of Trustees has agreed that it should have a level of unrestricted reserves to meet investment and contingency needs, including provision to cover a minimum of 3 months of salaries and other essential operational costs.

BOARD OF TRUSTEES

Board members are appointed for a period of three years, and normally serve for a maximum of two terms. The Board members bring strategic experience from a wide range of backgrounds (including visual arts, museums, heritage, dance, the creative industries and cultural learning) and many different skills (including finance, business and legal).

The Board of Trustees has ultimate responsibility for directing the affairs of the charity, and ensures that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public; ensures that the charity complies with charity law and the requirements of the Charity Commission as regulator; avoids undertaking activities that might place the charity's funds, assets or reputation at undue risk; and ensures that the charity is well-run and efficient.

The Board of Trustees are made up of the following individuals; Maria Balshaw CBE, Dame Vivien Duffield DBE, David Harrel, John Holden, Nichola Johnson OBE, Roly Keating, David Kershaw, Wayne McGregor CBE, Sandy Nairne CBE (Chair), Stephen Page, Pauline Tambling CBE.

STAFFING

The Programme is run by a small, busy and collaborative team (currently nine members; 7.3 FTE), led by the Director, in offices are at Somerset House in London. The team's work covers three functional areas: Programmes (Courses and Fellowships), Finance and Operations, and Communications, Partnership and Development. The Clore's Board Development work is delivered by a team of specialist associates.



THE ROLE

DIRECTOR

KEY RESPONSIBILITIES

- Working in conjunction with the Chair, and Trustees, to determine the overall direction of the Clore Leadership Programme and ensuring that it continues to innovate and develop in order to meet the diverse and changing needs of the cultural sector;
- Seeking new opportunities and partnerships for the work of the Programme, whether in Fellowship work, courses, digital and other resources, or in ways of delivering more effectively;
- Leading the development of the strategic and business plans for the Programme and ensuring they are implemented within resources available;

- Being responsible for the management, delivery and quality of the Programme and developing and monitoring its activities and evaluating their impact;
- Managing staff, consultants/associates, volunteers and resources in order to deliver an effective and efficient organisation;
- Developing and brokering key strategic partnerships (with the support of the Chair), collaborations with other organisations, including stakeholders and service providers;
- Acting as Accounting Officer for the Clore Leadership Programme;
- Overseeing key policies including the Diversity and Equality Action Plan;
- Ensuring the good reputation of the Programme and providing creative oversight for the marketing and communications strategy;
- Keeping abreast of emerging leadership theory and practice inside and outside the cultural sector, and of cultural policy and practice;
- Undertaking an advocacy role for the Clore Leadership Programme, and contributing to discussions and debates in the UK and overseas.



PERSON SPECIFICATION

SKILLS AND EXPERIENCE

- Extensive knowledge and a track-record of successful leadership in the arts, heritage or cultural sectors, or a considerable track-record of leadership development at a strategic level in other fields, combined with a serious engagement with and extensive knowledge of the arts;
- Innovation and creativity in their approach to management, people development and support for the leadership development of others;
- Demonstrable abilities in fund-raising and business planning;
- Commitment to excellence and to diversity;
- Engagement with learning and an openness to new ideas and thinking;
- Knowledge of cultural policy and practice in the UK; the part that leadership plays within its development, and the issues and challenges facing senior leaders today;
- Credibility and working contacts at senior levels of the arts, and the ability to extend networks;

- Capacity to foster successful partnerships and to work collaboratively within and outside the cultural sector;
- Self-awareness and patience, combined with energy and determination.

VALUES AND ATTRIBUTES

All candidates will be expected to demonstrate that in all aspects of their work they can show integrity and probity; openness combined with discretion; creativity and clarity; fairness and trustworthiness.

The Clore Leadership Programme is committed to equality and diversity and has an active Diversity and Equality Action Plan which the Director is expected to lead through all aspects of its work.



TERMS OF APPOINTMENT

INTERVIEWS

The Board's Nominations Committee, made up of members of the Board, will meet in early May to agree which candidates will be invited to an initial interview. It is planned to hold these interviews in London on Monday 15 May 2017.

The final decision on appointment will be taken by the Board of Trustees, who may wish to interview the final candidates when they meet on Tuesday 23 May 2017.

REMUNERATION

This is a full-time post for which the Director will be offered a salary commensurate with experience; The Clore Leadership Programme operates a pension scheme and will provide a contribution – representing 9% of annual gross fixed salary to a pension scheme, in line with UK legislation; 25 days holiday are offered each year in addition to Bank and national Holidays.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Clore Leadership Programme on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/jobs using code **BLORA**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter, and complete the application and equal opportunities monitoring* form.

The closing date for applications is noon on **Tuesday 26 April 2017**.

If you are unable to apply through the website, please email belinda.beck@saxbam.com quoting reference BLORA.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

Legal status: The Clore Leadership Programme was established as an independent organisation in 2004. It is company limited by guarantee 5083008 and a registered charity 1105210.