

How do we support the progression of leaders – artists and managers at different stages of their careers – to ensure the sector is increasingly reflective of society?

Creative Case NORTH Seeing Event – NEWCASTLE

Session 1- Question 4

Present:

Zodwa Nyoni

Jez Colborne

Joyce Lee

Emma Dean

Rebecca Ross-Williams

James Bustard

Jess Farmer

Dora Frankel

Emma Thomas

- Leadership
- Run through the mill
- Respect
- Learning the trade, going up the ladder
- Leadership course
- Other people took notice
- Influence
- Leader can come from elsewhere / different sectors
- Leadership in many areas
- Lead from the bottom up
- Leaders + followers. How to follow / be part of
- Video TED ' How to start a dance'
- What nature of leadership does the arts need?
- Breadth of perspective
- Define different styles of leadership
- Enable leadership training?
- Fluid approach. Be aware of different types
- Gap
- Develop solutions
- Close leadership programs
- Meet, talk + inform ACE about whats going on
- And Reflect. Create space
- People going to leadership courses are already on the path.
- Attitudes
- Mentoring

- Beginning. Engage with a wide range of people
- Strategies to build + work with young people + profs.
- 13% drop in accessing arts GCSE
- National context / National strategy. Join the dots
- Dialogue between the sectors
- Infrastructure
- Barriers
- Different leaders at diff times. What is the leadership need?
- Sometimes just one person
- One strategy as potential leader be on the board of other co.
- Succession routes / plans + training. Search for a candidate willing to be led
- Listening
- Integrity
- Leadership list characteristics + how to use them
- Taking responsibility
- Capacity to move organisations forward
- Dynamic process to find leader
- Diversity needs a multiple set of entry routes – frame work
- The arts can be leaders in society + need to be flexible
- How to reflect another viewpoint than the pervading one!
- Leaders + significant life event
- Conversations with people you haven't thought about.
- Step from youth to maturity – getting stuck in the gap.
- Opportunities to bridge the gap + who takes them up.
- Invest time to broaden the 'taken up'
- Role models + their stories

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Session 2- Question 4

Present: Garry Besford Nelly Starropoulou Claire Webster Saaremets Dawn Redhead Geraldine Ling Lucy Fairley Nick Malyan	
Situations <ul style="list-style-type: none">• Gem - Development programme creative associates networks, skills, access• Crossings - Training programme to develop facilitator skills, developed people in house• Lawnmowers - Staff leaving – what is succession? New people joining, mix of stages of people (arts awards)• Customs House - cross art form, staff with dual roles, community group development, provide opportunities, Investors in people award 2013• New Writing North - Talent spotting is key, emergent / emerged, N. writer award + young people award Small grant/ mentors , outreach + beyond school build + embed arts award – 4 groups	Possible Solutions <ul style="list-style-type: none">• Widely – online, events / forums• Working beyond the arts / culture sector• Concentration on passing skills on• Arts award, progression to advisors• Think strategically, roll work out across North – use teachers + skill them up• Tracking what works + be able to log, publish, disseminate this• Alumni / practitioners• Progression• Audiences demand• Find pathway for people to progress mentoring (PLATFORMA)• Regionally based training (that is not quite on the scale of Clore)• Sharing best practice• Exchanges – informal sharing• Collaboration• Working with creative apprentices across a borough – LA led consortium to access funds, then roll out• Mentoring• Weekly round table meeting of folk and make decisions

Concerns

- Reducing Resources
- How to develop model for staffing?
- Recent development – how to develop further + make organisation sustainable
- Artist development as artists
- Staying true to purpose + beliefs
- Staying fresh
- Fair and accessible
- Move NE → N
- Reaching the economically diverse, waged / unwaged, free school meals, destitute (asylum seekers)
- Reduced funding (public sector) reduces reach +engagement
- Focus on survival (not ambition)
- Focus on outputs / numbers
- Lack of opportunities + mobility (NE issue?)
- Lack of permanent contracts
- Same issues – generational
- Balance between creative + operational needs
- People leaving education, lack the relevant skills
- Lack of data sharing – audience data
- Lack of business skills / commercial acumen
- Political apathy

Data/Facts

- CPD sessions
- Postcodes, etc
- Outcomes – personal development to meet funders requirements
- Sessions evaluated
- Evaluation – Lawnmowers
- Use of info positively
- Poverty as an indicator
- Up skilling board – sharing knowledge + complexity
- Diversifying boards
- Open +transparent way of working at all levels inc. boards
- Meet the board meetings – access staff- board
- Consultation + Contribution
- Mentoring / line managers
- Shared reporting

Relationships are key

Trust is key

Creative Case NORTH Seeing Event – SALFORD

Session 2- Question 5

<p>Present: Anthony Bnqqs Sarah Fisher Sara Domuile Kathryn MacDonald Elan Isaac Esther Ferry Kennington Deyika Nzeribe</p>	
<p>Situations</p> <ul style="list-style-type: none"> • Large orgs have a role to play in redesign of job descriptions • Our job to grow people, start them off on their journey in a hope they will come back to the org further down the line. • Take risks and invest in YP • Gain experience across venues → partnerships? • Paying YP who can't give up Saturdays due to finances to attend a development project • Be more linked up as organisations • Where has the funding from creative cultural skills been invested? When will it be invested in diverse audience? 	<p>Possible Solutions</p> <ul style="list-style-type: none"> • Recruitment of hard to reach young people (with communication issues and undiagnosed mental health problems) • Not being able to pay people due to it affecting their benefits • Creative apprenticeships – ethics of pay scale • Underfunding within orgs not the finances to support schemes • Universities are not fulfilling their employability skills responsibilities • Entry level opportunities need to not just be voluntary • Call out orgs that take liberties with volunteers • Strong advocates and bridge points for YP • Providing strong role models • Creating new job descriptions to make job roles more attractive • Lattice model – less about hierarchy more about what you do.
<p>Concerns</p> <ul style="list-style-type: none"> • B.A.M.E representation in music orgs –eg. Oxjam • Volunteering is not an option for a lot of young people • Accessible application forms • Things don't move more quickly in top spots. • Snobbery – art managers not seen as artists, artists not seen as managers. • Archaic organisational structures 	<p>Data/Facts</p> <ul style="list-style-type: none"> • Young advisers (MCR based org) • Generation Y article.