

Lead The Way II

1-4 February 2018
22-25 March 2018

Call for Applications

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1. Overview

An organisation is as strong as its people. To ensure the long term sustainability of an arts organisation, it is critical to develop its organisational and artistic capabilities in tandem.

To address the developmental needs of executive leaders, the National Arts Council (NAC) is collaborating with the British Council to run the 2nd edition¹ of Lead The Way, a professional development programme. This programme aims to develop the knowledge and skills of executive leaders with less than five years of experience in managing a Singapore-based arts organisation.

Participants will be introduced to key theoretical concepts of management, and also engage in rigorous discussions of case studies. Participants will also have the opportunity to put their newly acquired skills and knowledge to practice through action planning and developing an organisational business plan.

Lead The Way comprises two 4-day workshops that will be conducted in Singapore from **1-4 February 2018** and **22-25 March 2018** respectively. The total number of workshop hours is 56 for each participant.

2. Programme

To ensure a rich and meaningful learning experience, the programme will accept between 12 to 20 participants.

The curriculum developers and facilitators of Lead The Way are established arts professionals from UK. They will be employing traditional pedagogical techniques as well as coaching methods that support critical thinking and the application of ideas. To complement the facilitators from UK, and to provide a localised context to enhance learning, up to four local speakers will be invited to speak on selected subjects.

Lead The Way was conceptualised with advice from the Clore Leadership Programme².

The learning outcomes for Lead The Way are:

S/N	Subject & Objective	Learning Outcome
1	Business Planning: Enable participants to give sound structure to ideas	<ul style="list-style-type: none">• Draft a business plan for a new business or new project:<ul style="list-style-type: none">○ Define the purpose of business/project○ Assess opportunities○ Plan human resources and operational needs

¹ The 1st edition of Lead The Way was held in 2016 and was attended by 16 participants from various arts organisations.

² Initiated and sustained by the Clore Duffield Foundation, The Clore Leadership Programme is the United Kingdom's first cross-disciplinary leadership programme for the cultural and creative sector. It was established as an independent organisation in 2004. More details can be found at www.cloreleadership.org.

		<ul style="list-style-type: none"> ○ Justify funding needs
2	<p>Strategic Planning:</p> <p>Enable participants to understand that strategies are needed to realise the company's vision, and plans are needed to execute strategies coherently and effectively</p>	<ul style="list-style-type: none"> ● Understand the importance to <ul style="list-style-type: none"> ○ Provide focus and direction to move plans to action, ○ Prioritise financial and human resources, ○ Build up organisation's unique and competitive advantage, ○ Identify alternative sources of income to sustain organisation in the short /long-term
3	<p>Project Management:</p> <p>Enable participants to manage projects that involve teams, critical timelines and budgets</p>	<ul style="list-style-type: none"> ● Understand and apply basic tools and ideas in project management
4	<p>Financial Management:</p> <p>Enable participants to develop and manage budgets effectively</p>	<ul style="list-style-type: none"> ● Explain key financial challenges of new arts organisations. ● Know concepts of : <ul style="list-style-type: none"> ○ Developing a budget, ○ Tracking actual performance against budget, ○ Review budget at project milestones or appropriate time period
5	<p>Branding:</p> <p>Enable participants to understand the principles and application of effective branding</p>	<ul style="list-style-type: none"> ● Examine key elements of branding in efforts to : <ul style="list-style-type: none"> ○ Distinguish the organisation and its products, ○ Retain and grow audience base and patrons (i.e. supporters, donors, sponsors, etc)
6	<p>Communications and Advocacy:</p> <p>Enable participants to understand the principles and application of effective communications</p> <p>Enable participants to recognise that public support could have positive impact their arts organisation</p>	<ul style="list-style-type: none"> ● Communicate organisation's mission to existing and potential audiences to build support ● Recognise and utilise new technologies to maximise reach and impact ● Make the case for organisation's work, and extend its reach ● Spot new opportunities and develop support
7	<p>Leadership:</p> <p>Enable participants to facilitate effective work practices and workplace relationships</p>	<ul style="list-style-type: none"> ● Develop personal effectiveness and teamwork skills ● Learn approaches to effective workplace relationships and practices

8	<p>Governance:</p> <p>Enable participants to understand the impact of effective board on good governance</p>	<ul style="list-style-type: none"> • Relate the importance of board development and management to good governance
9	<p>Monitoring and Evaluation:</p> <p>Enable participants to understand the impact of their work</p>	<ul style="list-style-type: none"> • Develop appropriate methodologies to monitor and evaluate • Make the case for organisation’s work, and best ways to maximise its reach and impact • Communicate the value of projects to funders and other stakeholders

In addition to these topics, participants will be required to draft a business plan, which will include the articulation of values that underpin an organisation, define the purpose of business, assess opportunities for growth, and plan for human resources and operational needs.

3. Eligibility

Lead The Way is open to Singapore Citizens or Permanent Residents residing in Singapore.

Applicants should preferably be executive leaders with less than five years of experience in managing and running an arts organisation. Such individuals will typically be the Executive Directors, General Managers or Company Managers. While NAC’s Seed Grant recipients will be prioritised, we also welcome arts managers from other organisations to apply.

Please note that the NAC will not be able to consider the application if there are any outstanding debts with NAC, and/or pending/outstanding evaluation reports on the use of previous grants from NAC.

4. Programme Fees

We are in the midst of finalising the fees. Please note that the programme fees for the 1st edition of Lead The Way was \$7,200 for each participant. We expect the programme fees per participant for this edition to be similar.

Upon successful confirmation of registration, applicants will have to pay full fees to NAC, by way of a cheque to be made payable to “National Arts Council”.

For participants to reap the full benefits of the programme, it is necessary to attain 100% attendance. There will be no refund of the paid programme fees.

5. Subsidy

Additionally, the following may be considered for NAC's subsidy:

- a) Staff of arts organisations receiving NAC's Major Company and Seed Grant funding; and
- b) Staff from other state-funded arts organisations³.

If you are successful for NAC's subsidy, a separate set of instructions on payment of programme fees will be sent to you later. If you are unable to complete the programme in full, you may be subjected to pay the full cost of the programme fees.

6. Selection Criteria and Process

Applications will be received and assessed by the NAC. The following factors will be considered in the assessment of an application:

- Current role and portfolio
- Number of years of experience in running and/or managing an arts organisation
- Track record of personal as well as organisational achievements and involvement in the arts in Singapore

Successful applicants will receive a Letter of Offer that includes Terms and Conditions from the NAC.

7. Application Submission

Applicants are required to complete an application form and training needs survey which includes providing the contact details of two referees who know you well with regard to your character and work performance. This form and survey will take approximately 20 minutes to complete.

In addition, applicants will have to submit their Curriculum Vitae, including highlights of their professional activities in the arts in the past 4 years.

8. Submission Deadline

Please submit the completed Application Form and Curriculum Vitae via email to Ms Irdawati Roslan at irdawati_roslan@nac.gov.sg before **Friday, 12 January 2018, 6.00pm**. NAC will not be able to accord any extension beyond this deadline.

Please be assured that all submitted applications will be treated in the strictest confidence. All applicants will be informed of the outcome by **19 January 2018**.

³ These organisations refer to Singapore Symphony Orchestra, Singapore Chinese Orchestra, Singapore Tyler Print Institute, National Gallery Singapore, Singapore Art Museum, Esplanade and Arts House.

If you have any queries, please contact:

- Irdawati Roslan : Irdawati_roslan@nac.gov.sg, or 6346 9645
- Iris Toh : Iris_toh@nac.gov.sg, or 6346 9583

ANNEX A: Programme Developers and Facilitators

Each workshop will be delivered by three UK speakers with each teaching block being led by one facilitator and supported by the other two, where applicable. They are:

Workshop 1: 1-4 February 2018

Ellen O'Hara: A consultant in creative and cultural enterprise and qualified coach, Ellen brings extensive experience of delivering and designing strategic development programmes in the creative, cultural and technology sectors. Specialism in business modeling and planning; Ellen was Head of Curriculum at School for Start-Ups, and was also a Creative Industries Manager for the Prince's Trust. Ellen currently offers business coaching and management consultancy, with organisations such as the New Art Exchange, Prosper and people make it work. Ellen has worked for Arts Council England and was an Arts Council supported Clore Leadership Fellow 2014/15. Ellen was the programme developer and lead facilitator of the 1st edition of "Lead The Way" that was held in 2016 in Singapore.

Gill Thewlis: An executive and business coach, Gill has worked with over 170 creative and digital organisations, with particular expertise in visual arts, theatre, performing arts, dance, design, fashion and textiles. Although Gill started her career in banking, she has spent over 10 years as a strategist, marketer, corporate communicator and change manager. She has undertaken strategic and governance focused work with arts organisations across Yorkshire, the North West and Midlands.

Anna Dinnen: A freelance arts consultant, Anna's work includes programme design and delivery, evaluation and supporting arts organisations of various scales and artforms in strategic planning and change management. She was a Senior Programme Manager at Nesta, devising and delivering programmes for innovation and digital technology in the cultural sector. With Arts Council England (ACE), Anna provided advice and guidance on organisational development and change management to arts organisations. She has practical charity governance experience as a board member of a small touring theatre company.

Workshop 2: 22-25 March 2018

Ellen O'Hara in conjunction with:

Lesa Dryburgh: A leadership and governance facilitator and coach, Lesa delivers training in communications, advocacy, good governance, team management and effective personal leadership. With over 30 years of project management and communications strategy experience, Lesa has worked in Wales and Scotland in recent years, leading virtual teams and developing partnerships. Lesa was Project Manager for the Glasgow Commonwealth Games 2014, managing partnerships and cultural programmes, and is a Canny Creative with the British Council. Lesa was a Clore Fellow in 2007/8 and now leads board development training for the Clore Short Courses programmes. Lesa was also a facilitator from the 1st edition of "Lead The Way".

Ceri Gorton: A creative strategist and qualified coach, Ceri is the Co-Director of design consultancy Bird & Gorton. Ceri's work seeks to empower arts organisations, museums, universities and cities to develop collaborative working, effective and imaginative leadership for the digital age, and user-centred strategies and programmes to enable diversity and

innovation. In the past, Ceri has done programming and partnerships for The Guardian, worked with British Council for digital programmes and has led several leadership development programmes for programmes for Kings College London and Royal Opera House Bridge. Ceri recently led an Arts and Humanities Research Council research project on digital leadership.