

# Creative Leadership guidance notes



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school for  
social  
entrepreneurs



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**ARTS COUNCIL  
ENGLAND**

# Introduction

Creative Leadership is a free support programme run by the School for Social Entrepreneurs, funded by Arts Council England.

We're offering learning and a £2,000 grant for people in the arts and culture sector who want to create social impact.

## **Accessibility**

If this document is not accessible to you, please contact Amber Sorrell:  
amber.sorrell@sse.org.uk / 0207 089 9120.

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## **Eligibility: Can I apply?**

We're looking for people who are committed to making a social impact within the arts and cultural sector in England.

We are especially keen to support:

- people of colour and people from minority ethnic backgrounds;
- disabled people, including those with learning disabilities and hidden disabilities;
- people with caring responsibilities;
- LGBTQ+ people;
- people from economically disadvantaged backgrounds.

There is an accessibility fund (in addition to the grant) and the venue is wheelchair-accessible.

### **Overall eligibility criteria**

- You are socially driven, action oriented, passionate about change, a reflective and active learner and collaborative.
- You are committed to attending the learning programme.
- You are aged 20 or over.
- You live in the UK and have the right to work in the UK.
- Most of your work and beneficiaries are based in England.

You can apply as someone employed by an organisation, or as an individual (e.g. a freelancer).

The programme supports people at different stages in their career. You can apply for either one of these two groups:

#### **1) Early career leaders - additional criteria**

- You have ideas for developing projects with social impact within the arts and culture sector in England.
- You have already taken steps to put your ideas into action.
- You are active in the arts and culture sector in England - e.g. through volunteering, employment, or other projects.

#### **2) Established leaders - additional criteria**

- You are in (or have the ambition to soon move into) a decision-making and influential role, creating social impact in the arts and culture sector in England.
- You are active in the arts and culture sector in England - e.g. through volunteering, employment or other projects.
- You have proven achievements over a number of years of creating social impact within the arts and culture sector.

## Please do NOT apply if...

- You only want a grant and are not committed to attending the learning programme.
- You want to develop projects whose main beneficiaries live outside England.
- Your project is purely commercial and has little/no social impact.
- You are barred from running a company or a charity.
- You have an unspent conviction for fraud.
- You are currently declared bankrupt or have a Debt Relief Order.

If you're unsure whether you're eligible, contact Amber Sorrell on 0207 089 9120 / [amber.sorrell@sse.org.uk](mailto:amber.sorrell@sse.org.uk).



## What will I learn on the programme?

The School for Social Entrepreneurs is nothing like a normal school. There are definitely no textbooks in sight!

We're all about collaboration, self-reflection and being yourself. We value diversity and inclusivity and the power of the group. We'll encourage you to step outside your comfort zone and be boldly creative.

## What happens on Creative Leadership?

The programme will push you, building your confidence and skills. Expect to try new approaches and learn through doing.

- Experts, leaders and social entrepreneurs will share their stories. They'll explain challenges they've overcome, so you can learn from their experiences.
- Build a support network. You'll be in a cohort of around 20 people who are at a similar stage to you. (There are 40 places in total.)
- Join an Action Learning Set: a small group of people in your cohort, where you guide each other to overcome specific challenges you're facing.

## What will I gain?

In either of the two groups, you'll be supported to reach the next level of your ambitions:

- **Early career leaders:** begin to shape your leadership skills; understand how to fulfil your potential; feel more confident; see yourself as a leader.
- **Established leaders:** develop outstanding leadership skills; build resilience, confidence and capabilities; transition your organisation to sustainability.

Our learning managers are expert facilitators, so they'll flex learning to ensure everyone's needs are met, as well as creating a great group dynamic.

Some of the topics we are likely to cover will be:

- Understanding your leadership values and strengths
- Self-care
- Building a team and managing people
- Moving between leading, managing and doing
- Financial resilience and sustainability
- Planning and management
- Enterprise skills
- Building your support network

## What about the impact on my project/organisation?

By equipping you to be a better leader, you will be more able to develop:

- **Resilience:** respond to challenges facing your project/organisation.
- **Sustainability:** embed change, build sustainability and achieve impact.
- **Impact:** develop a strong sense of purpose, and achieve social/cultural impact.

# **About the programme**

## **What is the time commitment?**

**Year 1 / May 2020 - April 2021:**

- 10 x in-person learning days (in two-day residential blocks) - wheelchair-accessible venue
- 5 x online webinars (1.5 hours each)

**Year 2 / May 2021 - January 2022:**

- 5 x half-day Action Learning Sets - online only

### **Programme Dates - Year 1**

- **Webinar 1** - Intro session: Wednesday 13 May 2020 10am
- **Learning Block 1**: Wednesday 10 & Thursday 11 June 2020
- **Webinar 2**: Wednesday 15 July 2020 10am
- **Learning Block 2**: Wednesday 9 & Thursday 10 September 2020
- **Webinar 3**: Wednesday 14 October 10am
- **Learning Block 3**: Wednesday 25 & Thursday 26 November 2020
- **Webinar 4**: Wednesday 13 January 2021 10am
- **Learning Block 4**: Wednesday 10 & Thursday 11 February 2021
- **Webinar 5**: Wednesday 17 March 2021 10am
- **Learning Block 5**: Wednesday 28 & Thursday 29 April 2021

We'll invite you to a celebration meal at the end of year one to celebrate your achievements.

### **Programme Dates - Year 2**

Dates for online sessions will be decided with the groups in late 2020 / early 2021.

## **Where do in-person learning days take place?**

London, at a wheelchair-accessible venue.

## **Will there be a cost to attend?**

There is no cost, thanks to support from Arts Council England.

Reasonable travel costs will be reimbursed. Overnight accommodation and meals will be provided for residential learning blocks.

## What if I have access needs?

We want to remove all barriers to anyone being able to attend and fully participate in the programme.

There is an access fund is available. Please talk to us about your access needs so we can best support you.

## How does the grant work?

You will receive a grant of £2,000. This is made up of:

- £1,500 to support with backfill (funding others to help out, while you are out the workplace)
- £500 to support your CPD (continued professional development)

“I would - and have - recommended SSE to others. What’s not to love about this level of quality of support?”

- *Madeline Alterman, Artbox London*

# How to apply

## Deadline for applications

1pm on Wednesday 4 March 2020.

## Steps to apply

1. Go to: <https://www.the-sse.org/courses/creative-leadership>

(If you are unable to access/submit information online, contact Amber on 0207 089 9120 / [amber.sorrell@sse.org.uk](mailto:amber.sorrell@sse.org.uk) and we will try to find a way that works for you.)

2. Click 'Apply now' button: this takes you to our online application portal.
3. Complete 'Basic Details' online (Part A of application form)
4. Answer the 'Application Questions' (Part B of application form, also copied below).

You have the choice to answer the questions either:

- In writing via the online form (max. 500 words)
- A voice recording\* (max. 4 minutes)
- A video\* (max. 4 minutes long; you can submit this in British Sign Language if you prefer)

\*If you answer using voice or video:

- ✓ Email your recording to [amber.sorrell@sse.org.uk](mailto:amber.sorrell@sse.org.uk)
- ✓ Title your email: 'Creative Leadership Application'
- ✓ Include your name and contact details.

All formats (writing/video/voice) will be assessed equally. We just want to make sure you feel comfortable using the format that works best for you. Please ensure you answer all questions.

5. Complete the Diversity Monitoring Form (optional). This is at the end of the online application.

If you have any problems, contact Amber Sorrell [amber.sorrell@sse.org.uk](mailto:amber.sorrell@sse.org.uk) or 0207 089 9120.



# Application questions

(Part B of application form. Remember: you can submit your answers in writing, as a voice recording, or as a video - including in British Sign Language.)

## Early career leader - application questions

- Please introduce yourself, tell us a little bit about yourself and your aspirations.
- What are your ideas for developing project(s) in the arts and culture sector in England which create social impact?
- What have you already been doing within this sector and what steps have you already taken to put your ideas into action?
- What excites you about the programme and how will you use the opportunity to create impact within this sector?

## Established leader - application questions

- Please introduce yourself, tell us a little bit about yourself and your aspirations.
- Share your leadership journey so far in relation to creating social impact within the arts and culture sector in England.
- What are you currently working on and what's next for you on this journey?
- What excites you about the programme and how specifically will you use the opportunity to create impact within this sector?



# How will my application be assessed?

## March 2020

- Based on your application, we will see if the programme is a good fit for you, and check you're eligible.

## Between 23 March and 1 April 2020: informal interviews

If we think the programme could be right for you...

- We'll invite you to an informal interview. Depending on what suits you best, this can be in person, or by video or audio link. If you require adjustments, just let us know.
- We'll be keen to find out more about you and what you would do with the opportunity, and we can work out together if this is right for you.
- We will offer you the option of different dates and times, and let you know who you will be talking to.

## Mid April 2020: offer to join the programme

- If the programme is right for you, we will ask you to formally accept a place on the programme. (e.g. accepting terms and conditions of the offer and the grant, providing documentation.)
- We will be in contact with you to discuss any access requirements you have.

## 13 May 2020: the programme begins!

“I wanted to innovate. I wanted to be creative and be a leader.”

- *Mary Anne Barclay, Singing for Lung Health Colchester*

## **Appendix: FAQ**

### **What does SSE mean by “arts and culture sector”?**

This encompasses dance, music, theatre, combined arts, literature and visual arts - including museums and galleries.

### **What does SSE mean by “social impact”?**

We are looking at how your activities *improve* the lives of people or communities in England, particularly those who are disadvantaged.

### **What does SSE mean by “early career leaders”?**

See ‘eligibility criteria’ above. These people may be early in their career or they may have recently moved in from another sector. They may not currently define themselves as a leader but have leadership aspirations, and the potential to make positive change happen.

### **What does SSE mean by “current leaders”?**

See ‘eligibility criteria’ above. These people will probably have a number of years’ experience making positive change happen in the sector. They have a clear plan for how they intend to develop and the impact they will bring about.

### **What about safeguarding?**

If you work with children or vulnerable/at-risk adults, you will be required to show that you are following good practice on safeguarding children and vulnerable adults including having an up to date safeguarding policy and procedure in place, which includes getting enhanced checks for people who require them. Individual applicants working with children or adults in vulnerable situations will be required to have a Basic Disclosure.

### **What if I have particular needs which may prevent me from fully taking part?**

We want to remove all barriers to anyone being able to participate in the programme. Please let us know if you are concerned about this.

### **Can I apply if I already have been on a School for Social Entrepreneurs programme?**

In general, yes! But with one exception: if on the 1 May 2020 you will be on another SSE programme that is longer than six months, you cannot apply for this programme. Ask us if you’re unsure.

### **Can I apply if I am connected to the School for Social Entrepreneurs or to any of the funders of this programme?**

We cannot accept applications from staff or trustees of SSE. If you have a close connection with SSE or Arts Council England, we will make a decision on a case-by-case basis. Please contact us before making an application.

### **Is there an access fund?**

Yes. There is a separate fund held by SSE to enable students who have particular needs to access the programme. This will be negotiated individually with participants. Please talk to us, so we can best support you.

**How will my grant be paid?**

In one instalment at the start of the programme year. You will also need to attend at least 80% of the learning programme. We will work with you if you face genuine difficulties in claiming or spending your grant.

If you are applying through an organisation, your organisation must have a UK bank account and this must either be solely controlled by you, or have “dual authority” - i.e. at least two people have to sign cheques or release payments.

If you are applying as an individual, you must have a UK bank account in your name only when you receive your grant. We cannot pay into joint accounts; though we may be able to pay to an organisation on your behalf. We will need to do some checks to make sure that the organisation is willing and able to accept the grant on your behalf and agree terms and conditions with that organisation.

**Can I apply for this programme if I have criminal convictions?**

Previous SSE fellows have included people who have criminal convictions, some of whom have used their experience in prisons to make a difference to the lives of ex-offenders. You do not need to let us know about previous convictions unless they are relevant to your application.

If you have unspent convictions for fraud or any convictions which may affect your ability to run your project, including working with children, young people or adults who are vulnerable, you should let us know, as we may undertake checks during the course of the application assessment.

**What about Data Protection?**

SSE is committed to protecting your personal information and acting in line with your rights under data protection laws and will treat all data in accordance with our Data Protection Policy.

SSE will collect and use personal information provided by you in the application form or separately, or which we otherwise lawfully obtain about you. We may use this information for; processing your application and managing the selection process for the programme conducting due diligence on you and your organisation as part of that process. This includes contacting you about the workshop or programme which you are applying for by phone or email.

If your application is successful, we may also use your information for: managing your participation in the programme, managing your grant claim and payment, monitoring your progress and the impact of the programme, sharing and promoting your story and the story of your organization and other lawful reasons.

We may share your information with our funders and partners, including Arts Council England, external evaluators for monitoring and reporting purposes. They will also only use your information for the reasons outlined above.

Further details, including how we share your information and your rights relating to our use of your information, can be found under our Data Protection Notice, a copy of which is available here: <https://www.the-sse.org/your-data>.

We ask you to provide your Equal Opportunities details. You are not required to give these and you can select the 'Opt Out' box. However, it is helpful for our future development and marketing that you provide this information. It can also help us to identify ways in which we can provide specific support to those who need it, for example applicants who may require additional support to attend interviews or participate fully in the programme.

