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**CREATIVE  
PEOPLE  
AND  
PLACES**

RESEARCH BRIEF:

Leadership approaches



## Summary

We are seeking a researcher/writer to undertake research into the leadership approaches evidenced within the Creative People and Places (CPP) network with reference to others working within socially engaged arts practice.

The research is being commissioned by CPP network, with Clore Leadership as a key delivery partner. It will be shared publicly, as well as internally amongst CPP network and also with Arts Council England (ACE).

You must be a skilled researcher and engaging writer, experienced at producing clear, provocative reports for specific audiences. You will have knowledge of CPP, the broader cultural sector, and current thinking about leadership; and be used to researching subject-related literature, and at utilising this to help provide context to the task in hand. You'll be tenacious at organising interviews with busy people, experienced at analysing qualitative data and identifying emerging themes. And you'll be adept at generating fresh thinking and presenting that back to people in a digestible report with recommendations.

The work will commence in June 2019 for a period of up to 5 months. The deadline for proposals is: **10am on 23 May 2019.**

## Creative People and Places

Creative People and Places is about more people taking the lead in choosing, creating and taking part in brilliant art experiences in the places where they live. An action-research programme funded by Arts Council England through the National Lottery, CPP aims to increase arts participation in places where people are less likely to take part in arts and cultural activity.

The CPP network is made up of 21 projects across the country that each deliver a bespoke programme of work locally and collectively represent the national voice of CPP. As a network we are committed to sharing our learning with each other, via our peer learning programme, and with the cultural sector and beyond.

- More information about our aims here: [www.creativepeopleplaces.org.uk/content/our-aims](http://www.creativepeopleplaces.org.uk/content/our-aims)
- More information about the 21 projects here: [www.creativepeopleplaces.org.uk/map](http://www.creativepeopleplaces.org.uk/map)
- FAQs here: [www.creativepeopleplaces.org.uk/frequently-asked-questions](http://www.creativepeopleplaces.org.uk/frequently-asked-questions)
- A summary of learning emerging from CPP: [www.creativepeopleplaces.org.uk/our-learning/faster-slower-slower-faster](http://www.creativepeopleplaces.org.uk/our-learning/faster-slower-slower-faster)

- Examples of other thematic studies we have commissioned include:

[Power Up, a think piece](#)

[Shared Decision-Making Toolkit](#)

[What it does to you: excellence in CPP](#)

[Persistent Encounter: social capital and CPP](#)

[Mapping and analysis of engagement approaches](#) – this piece of research starts to draw out some findings around values-led leadership in CPP.

[From small shifts to profound changes: artistic practice and CPP](#)



## **This brief**

We are seeking a researcher/writer to undertake research into the leadership approaches evidenced within the Creative People and Places (CPP) network with reference to others working within socially engaged arts practice. The researcher will be able to analyse the impact of working within the CPP context, as well as consider broader questions and context.

The purpose of this research is to interrogate the forms and style of leadership within CPP, and to explore if these approaches are effective within socially engaged arts practice. We feel that we have learning to share about the successes and challenges we have experienced that will be of interest to policy makers and people involved in programme delivery.

CPP is a time limited programme, that works directly with and for communities to increase engagement in culture. The rationale for this research has originated from the CPP network, which now has 21 Places in different stages of their programme. Recognising that leadership can come from throughout an organisation, project or community the network is curious about the importance of specific leadership styles on the impact of their work, as well as on them as individuals.

We have observed and recognised that leadership opportunities are present throughout the programme, and the range of approaches taken by people stepping into the programme, or leading Places are underpinned by core values, but the breadth of this has not yet been mapped. We are interested in gaining a greater insight into the styles of leadership this work requires of people, as well as the professional and personal impact on leaders of working in this field. We want to explore both the range of leadership opportunities and styles evident within CPP; as well as interrogate the impact these forms of leadership have on communities, CPP and the wider cultural sector. Recognising that similar practice can be seen within other individuals and organisations working across the socially engaged arts practice sphere, we want to cross reference this research with some of our partners to look at similarities, differences and key learnings.

The research is being commissioned by CPP network, in collaboration with Clore Leadership and will be shared publicly, as well as internally amongst the network and also with Arts Council England (ACE).

## **Potential questions and themes to consider include:**

- 1) An analysis of the leadership opportunities and styles within CPP
  - What are the opportunities for leadership within CPP?
  - What are the styles or forms of leadership is evident within CPP? What values underpin this?
  - What styles of leadership do people naturally bring, and what are developed within projects?
- 2) An analysis of who is emerging through the CPP programme and what is diversity looking like?
  - Who is emerging as leaders?
  - To what extent is leadership within CPP network inclusive and diverse, reflecting the communities we are working with?
- 3) Personal and professional impact on individuals?
  - What is the personal and professional impact on leaders of working in this way?



- What is the impact on self-care and wellbeing, and how can this be managed so it is not detrimental?
- 4) Looking outwards to learning from other places that is relevant to CPP as a network
- What can CPP learn from others working within socially engaged arts practice?
  - What other leadership models could apply?
- 5) Impact on wider practice
- What impact has this approach to leadership had on wider practice within communities, CPP and the wider sector as CPP alumni move into new roles?
  - What does this mean for policy makers/partners/funders?

Of these grouping we would suggest the focus is on sections 1 and 2, with the others providing an opportunity to contextualise the findings.

**Goals for this research brief are:**

- To create a provocation for, and share learning with, CPP network, Clore Leadership, CPP lead organisations and consortia, Arts Council England, Arts Council funded National Portfolio Organisations, Higher Education Institutions, NESTA, Culture, Health and Wellbeing Alliance and those working directly with and for communities, with reference to learning from the experience of CPP.
- Propose a series of recommendations relevant to the work of the audiences for the report (see below)

**Our audiences for the report are:**

- All those working directly in the CPP network
- People involved in socially engaged arts practice and leadership
- The broader cultural sector in particular National Portfolio Organisations and Higher Education establishments who teach cultural management or leadership
- Policy makers, stakeholders, researchers, journalists and academics interested in leadership within place and community contexts

**Who are we looking for?**

You must be a skilled researcher and engaging writer, experienced at producing clear, provocative reports for specific audiences. You will have knowledge of CPP, the broader cultural sector, and current thinking about leadership; and be used to researching subject-related literature, and at utilising this to help provide context to the task in hand. You'll be tenacious at organising interviews with busy people, experienced at analysing qualitative data and identifying emerging themes. And you'll be adept at generating fresh thinking and presenting that back to people in a digestible report with recommendations.



## Process and Deliverables

We think that this brief is a two-stage process, commencing with a mapping and analysis exercise, followed by contextualisation and a review looking at leadership practice and impact of learning.

The delivery of the contract will take place between June and October 2019, and the methodology could include:

- A review of relevant written material from amongst the network (including internal documents) and on our website.
- Interviews with the strategic leads from each CPP area to gain a strong understanding of leadership opportunities and styles evident within their Place
- Interviews with a number of lead organisations for CPP Places
- Interviews with an agreed number of other people working within socially engaged contexts including NESTA and Culture, Health and Wellbeing Alliance, Creating Civic Change, Artworks Alliance partners for example; and key organisations operating in the leadership sphere such as Clore Leadership
- Co-delivery of a Clore Leadership development day in September 2019, hosted by a CPP Place
- Sharing the findings of this research with the CPP network at the Peer Learning Gathering on 10 October 2019 at Revoluton in Luton. Report writing to be completed by mid-October 2019

The key deliverable is an easy to read, well-structured report. It should map and provide analysis of current practice, and an evaluation of the effectiveness of this. It should also set out clear learning points highlighting successes and areas where approaches have been less impactful, and describe relevant case studies. It should pose useful questions and make recommendations about how leaders can be developed and supported. Design of the report will be managed with the National Communications Manager and will have a separate budget.

You'll be supported by the National Peer Learning Manager and National Communications Manager. The research content will be drawn from members of the CPP network via phone interviews/skypes and from CPP specific and public material.

## Potential challenges

Members of the network are time-poor and busy delivering their projects. Phone and skype interviews will help draw out information, with questions sent to interviewees in advance. In our experience, it can take considerable time to arrange interviews.

## How to submit a proposal

We are looking for proposals from individuals, organisations, research consultancies or people working together to undertake this piece of work. Please submit your proposal to Amanda Smethurst ([amanda@creativepeopleplaces.org.uk](mailto:amanda@creativepeopleplaces.org.uk)) **by 10am on 23 May**. It should include:



1. Information about yourself / your company, setting out relevant expertise and experience (if appropriate)
2. CV of lead person responsible for the delivery of the contract outlining your relevant experience and skills, and biographies for additional members of the team (if appropriate)
3. A short outline of your approach to delivering this brief (3 pages max).
4. A draft budget for the proposal, which includes your daily rate for this project, and that of any associates; plus details of any additional fees or expenses
5. Two examples of relevant written work

If required, a skype or face to face interview will take place in the week of 27 May and the appointment of the successful researcher will be made in the week of 3 June. An induction meeting will be mutually arranged, along with links to relevant reading materials early in June 2019.

#### **Other info**

- The maximum fee for this contract is £10,000 including VAT and all expenses.
- Proposals will be assessed against: quality of approach; evidence of previous experience and track record; value for money.
- The contract will commence in June 2019 for 5 months.
- The contract will be issued by Woodhorn Charitable Trust on behalf of the Creative People and Places National Network.
- Woodhorn Charitable Trust reserves the right to undertake financial checks before awarding, or, during delivery of the contract.
- Woodhorn Charitable Trust requires evidence of Public Liability Insurance (£5m), Professional Indemnity Insurance and, if appropriate, Employer's Liability Insurance (£10m).

The successful bidder will develop and agree a final work schedule with Creative People and Places to outline the key milestones, a work plan and number of days.

**If you have any questions, or would like to discuss the brief please contact Amanda Smethurst at [amanda@creativepeopleplaces.org.uk](mailto:amanda@creativepeopleplaces.org.uk) in the first instance.**