

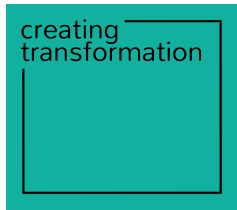
Thank you for your interest in Creating Transformation - a programme designed with and for the sector, delivered by **people** make it work.

Action-focussed, Creating Transformation is a live, intensive programme supporting all arts and cultural organisations and networks across the UK to create lasting transformations. Together, for 18 months, organisations will develop new skills, insights, practice and ideas to support lasting tangible shifts in leadership, governance, effectiveness, resilience, ambition, equity, quality, sustainability and more besides.

If you have any queries about the programme or the application process, please do get in touch. l.twemlow@peoplemakeitwork.com

The programme at a glance

- Designed and delivered by **people** make it work – the leading organisational development consultancy for arts and cultural organisations with more than 20 years experience
- Starting in autumn 2022 - ending May 2024
- 18 months of immersive and intensive support from a team of sector experts
- Term-time only commitments (no delivery in July and August 2023, school holidays)
- Open to all arts and cultural organisations, networks and partnerships across the UK
- Discounted places for small organisations who need financial assistance
- A learning environment dedicated to access for all
- A straightforward application process tailored to your needs
- Digital workshops for the whole organisation
- Residential workshops for cohort members
- Mentoring and co-coaching
- Action learning sets
- A community of leaders representing identities, experience and skills sets across all arts and cultural disciplines
- A curated online hub hosting all the tools, resources, presentations and videos - all free to use and share
- Monthly 1:1s, check ins and surgeries
- More than 300 hours of dedicated support
- Dedicated facilitator to support the distribution of learning across the organisation



Who is **Creating Transformation** for?

- All arts, cultural and heritage organisations, networks or partnerships across the UK. We welcome applications from organisations of different scale, artform and location. Having a diverse cohort is essential to the programme's value and we therefore encourage applications from organisations whose work, people and practice amplifies under-represented voices in the cultural sector.
- Organisations who are changing their practice to become more inclusive, resilient and equitable
- Organisations who have a vision for the future and want support to realise their intentions
- Organisations who need to change to reach more audiences, generate more income, strengthen their impact, become essential to their communities
- Organisations who want to lead a particular change with ease, momentum and flow
- Organisations who want to see a real shift in the cultural sector, and want to support, advocate and lead a culturally democratic sector
- Senior Leadership Teams that are stuck or blocked in the status quo and need tools, resources, support and coaching to reshape and refocus their organisation.

What do we need to bring to the programme?

Two people - we strongly recommend that each organisation nominates at least two people to engage fully in the programme. This is to strengthen the learning in your organisation and provide resilience. A diverse cohort is essential to the programme. We strongly encourage you to think about the right people for the programme. People who have the time, energy, commitment, lived experiences and crucially are supported and empowered within the organisation to lead the transformation. It could be a member of your Board, a freelance artist that you want to sponsor to lead the programme, emerging leaders in your organisations, a representative from a partner / network organisation, a member of your Senior Management Team.

Time - we are all busy, but leading your organisation effectively through changed times will take time and it makes sense to use your time wisely and productively with peers, experts and support to keep you on track, energised and focussed.

Energy and commitment - this is a peer programme. There is incredible value in learning with and from leaders from a range of organisations that represent different perspectives, art forms, scale and purpose.

Infrastructure - this is a programme for the whole organisation or network. EVERYONE can attend the digital workshops but we do ask you to nominate two dedicated participants who will attend all of the residential workshops, surgeries, action learning sets. Their role is critical and with our support and your infrastructure they will be responsible for sharing and embedding the wider learning for the benefit of the whole organisation through communication, briefings, presentations, 1:1s etc.

Financial investment - we'd love to offer the programme for free! We can't - but by creating a programme of scale, with upto 60 participants, we can offer incredible value to everyone whilst still providing bespoke and individual support. We've also worked hard to ensure we can offer a limited amount of discounted places to organisations in need of financial support.

The programme is £5,000 + VAT per person for 18 months (invoiced in 4 instalments) Smaller organisations can apply for a discount of up to 50%. These places are limited. Organisations wanting more than 2 people on the programme can also apply for a discounted third place.

To highlight the value, the programme fees represent

- A saving of 75% compared to other leadership / change programmes
- Dedicated support for your cohort members at less than £20 per hour!
- Access to a free online learning hub where we will share tools, resources, videos, case studies and presentations all free for your organisation to use.

About us

Creating Transformation is designed and delivered by **people make it work**, an organisation with more than 20 years of experience in supporting arts and cultural organisations. We are dedicated to delivering exceptional quality through our fantastic team of people who make it work. We do that with extraordinary organisations who create outstanding creative work that shapes our society and the way we all see the world...that's why we focus on the Cultural Sector.

We work with a range of organisations from across the UK. You can see the range of organisations we have worked with [here](#) but that's just the tip of the iceberg. Last year alone we worked with and supported more than 300 arts and cultural organisations and we're delighted that 90% of our clients are from direct referrals and word of mouth. You can find testimonials on our website [here](#).

As an organisation we're committed to extraordinary results, unstoppable momentum, rigour, humanity, warmth, diversity and equity. You can find all of our values and the expertise we bring [here](#).

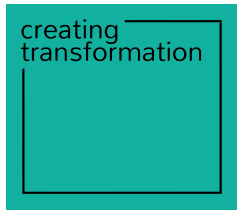
In this new programme we've embedded all our learning from previous programmes that we have led, designed or contributed to ([Culture Reset](#), [Change Creation](#), [Freelance Futures](#), Cultural Educational Partnerships programme, Weston Jerwood Creative Bursaries, Green Light).

Timescales and locations

Creating Transformation is an 18-month programme scheduled to start in September 2022, and until May 2024. (A total of 20 months but with no planned activity for July / August 2023 to avoid school holidays).

Key dates:

Information Sessions - Find out more about the programme before you apply. Come along to any of these information sessions. [Book via eventbrite](#). All information sessions will be captioned and with a BSL interpreter.



[Book your place online](#)

20th July, 2 - 3pm
1st August, 2 - 3pm
9th August, 2 - 3pm

Application Deadline

22nd August

Creating Transformation Induction and Welcome Online

26th September, 2 - 4pm

Sub-cohort Induction and Welcome Online

3rd October, 3 - 5pm

Core Workshop 1 - Residential
(for all cohort members - travel required)

15th - 16th November

Core Workshop 2 - Residential
(for all cohort members - travel required)

15th - 16th March, 2023

Core Workshop 3 - Residential
(for all cohort members - travel required)

19th - 20th Sept, 2023

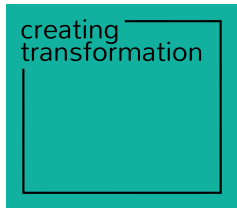
Core Workshop 4 - Residential
(for all cohort members - travel required)

24th - 25th Jan, 2024

Venue/Locations

Residential workshops will be hosted in locations across the UK. Cohort members are responsible for transport and accommodation arrangements for residential workshops.

We like to host our workshops in the homes of our cohort. If you can offer suitable, accessible spaces (with easy public transport links) to host a workshop we can agree a discount..



How to apply

There is a short, simple application form asking for the name of your organisation, the names / roles of two people who will lead the learning, sharing and participation in your organisation. The application form simply asks you to describe the transformation you are seeking and is purely for us to ensure that the programme will meet your needs.

The application is available as a form, or the questions can be answered by submitting video or voice recordings.

We are committed to access for everyone, so if you need anything to enable you to submit an application, [please do get in touch](#).

Submit a written application - [download the form](#)

Submit a video / voice application - [download the guidelines](#)

The application **deadline is 22nd August**.

Please send your final application to l.twemlow@peoplemakeitwork.com. We will acknowledge your application within 3 working days. If you do not receive confirmation from us, please do come back and check. We don't want to lose anyone's applications due to spam filters or digital gremlins.

Frequently Asked Questions

What are the programme fees?

The programme is £5,000 + VAT per person.

We have discounted places for smaller organisations in need of financial assistance, offering up to 50% discount.

We can offer discounts to people who want more than 2 people on the programme.

We can offer discounts if you are able to supply a suitable venue for one of our residential workshops.

When does the programme start?

We'll start with an online induction and welcome to orientate you to the programme on 26th September.

What time do I need to commit to the programme?

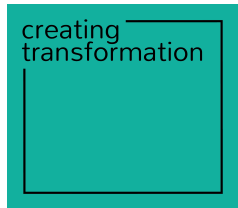
Creating transformative change doesn't happen by itself. It requires time, energy and momentum.

We strongly recommend that all cohort members attend:

- All Core Workshops (8 full days - with travel)
- All Intensive Workshops (12 full days - online)
- Monthly check-ins for the duration of the programme (2 hours per month)
- Action Learning Sets (2 hours per month)
- Additional surgeries and 1:1s when needed (monthly)

In addition you will need to share the learning back in your organisation through briefings, meetings, communication etc.

In total we recommend dedicating a minimum of 300 hours to the programme. This sounds a lot right? However it's important to remember the programme will deliver your transformation. It's a live, action-focussed programme. It's not 300 hours of sitting back, listening, learning and personal development (although we know this happens as a result of the programme) but it is 300 hours of wisely invested time to create



transformative change in a supportive environment. You'll be working alongside peers to create the transformation your organisation needs. A wise investment.

We are a small organisation - should we apply?

Yes! Our experience tells us that there is so much to learn from bringing together organisations of different art form / scale / geography. We also know that small organisations can have big ambitions and be more agile, innovative and dynamic ... We have lots to learn from each other. You should obviously consider your capacity and the overall resilience within the organisation - but if you can make it work with a really small team, then we'd love you to apply.

What is the selection criteria?

We welcome applications from all arts and cultural organisations in the UK. That is the only criteria. Beyond that all we are interested in is whether or not we feel the programme will deliver against your ambitions and intentions. We have a range of programmes and support, and so if we feel Creating Transformation is the perfect fit, we will support and signpost you to alternative options.

I have access needs - can you provide access support?

Yes. We are committed to providing support to enable everyone to be able to access the programme in ways that suit their needs. We have allocated a budget to provide access support.

How can my whole organisation engage in this programme?

All of the digital workshops (12 in total) are open to any member of your organisation who is actively engaged in creating transformation.

All the tools, resources, case studies and insights will be made available to the cohort to share with their wider organisation.

We will support the cohort members to ensure that the learning is shared and embedded in the organisation. It isn't a personal development programme for individuals - it is a programme for the whole organisation to benefit from.

What is the curriculum?

We have experience of leading and designing programmes so we have lots of ideas - however it's essential that the curriculum meets the needs of the organisations on the programme. We will therefore co-design the curriculum with all the organisations. We anticipate this might include:

- Change Management
- Leadership
- Equality, Diversity and Inclusion
- Place making
- Business and Financial Modelling
- Governance
- Communication, advocacy and fundraising
- Social and climate justice
- Programming
- Audiences
- Partnerships

What are the sub-cohorts?

When we have a full cohort we will assess the range of transformations that people are seeking to make. We will then arrange people into sub-cohorts so you will be working closely with people who are facing similar challenges to you and your organisation. The sub-cohorts are designed to provide focussed support and an immediate peer group to build a community that benefits from exchanging ideas and learning.

Beyond the sub-cohorts, everyone will come together for the workshops, surgeries, and action learning sets. So in essence you will have the benefit of an immediate peer group, and a larger cohort to share and connect with, expanding your networks and increasing your learning.

What happens if I move jobs during the programme's lifetime?

Places on the programme are for the benefit of the whole organisation. If people move jobs during the lifetime of the programme we will welcome and induct newly identified cohort members from the organisation. We cannot refund places on the programme as we rely on a full complement of 60 people to make it financially viable.

What happens if I can't make a workshop?

All our workshops will be recorded and made accessible for people to watch after the event and your sub-cohort facilitator will be able to bring you up to speed.

What are the surgeries?

We know that people think and work at different speeds. Some people do their thinking on the day, other people take time to reflect and develop their thinking. The surgeries are therefore designed to offer follow up support after the workshops so you can test out your ideas or share your challenges.

What support is available outside the workshops?

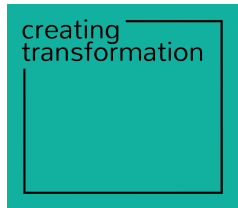
The workshops are just one element of the programme. Outside of the workshops you will be working with your sub-cohort and dedicated facilitator to work on your transformation, using the resources, tools, 1:1s, action learning sets and surgeries for support.

What is the online hub?

We will create an online hub that will be the 'go-to' place for the cohort - accessing presentations, tools, resources, videos and case studies. Everything you need will be in one place and available during the lifetime of the programme and beyond.

How do I apply to the programme?

We're committed to making this programme and the application process accessible to everyone. You can submit a written application or a voice / video recording. You can download the application form [here](#) and the recorded application guidelines [here](#).



If there is anything you need to support your application, please do get in touch.

We're offering 1:1 calls and online information sessions to help people better understand the programme and submit compelling applications. If you need anything else to enable you to submit your application, please do get in touch.

Where do I send my completed application?

Please send your completed application to: l.twemlow@peoplemakeitwork.com. We will confirm receipt of your application within 3 working days. If you do not receive confirmation from us, please do come back to us to check. We don't want anyone's application or work to be lost due to spam filters or digital gremlins.