



## Bucks Cultural Leaders

A new online leadership programme and network for leaders and innovators from across the creative and cultural sector in Bucks.

*Buckinghamshire Culture, working in partnership with Cultural Associates Oxford  
Funded by the Rothschild Foundation, Arts Council England and Buckinghamshire Council.*

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### Aims and Objectives:

The aim of this programme is to respond positively and proactively to the impact of Covid-19 and to support the cultural eco-system of Buckinghamshire at a time of great challenge for the cultural sector.

On behalf of Buckinghamshire Culture, [Cultural Associates Oxford](#) (CAO) has designed a tiered Cultural Recovery Programme which aims to help sector partners to get back on their feet, reframe and reset their offer, and re-engage with their audiences. It will raise the ambition and aspirations of sector leaders, build leadership skills and capacity whilst looking at how we can reset practice to 'build back better' after Covid-19.

**Bucks Cultural Leaders** is an online leadership development programme and peer-to-peer network and designed for cultural leaders and practitioners who are:

- Forward looking with an aspiration to achieve their creative vision
- Enthusiastic to collaborate as well as develop their own leadership capability
- Committed to enabling others to reach their full potential
- Willing to share their specialist expertise and support their peers during the programme.

The programme's intended outcomes include:

- An ecology of collaborative and entrepreneurial cultural leaders and practitioners
- A cohort that feels empowered, able to realise their potential and has more confidence to lead their organisations
- A cohort that feels more ambitious, collaborative and embraces new business opportunities
- Increased opportunities for arts and cultural experiences and participation for everyone
- New partnerships and joint working
- Opportunities identified for attracting investment and funding for joint projects
- Building capacity and enhancing sustainability for the sector

- An increased recognition of the value and opportunity that the cultural sector presents to society and the economy in Buckinghamshire by raising the profile of creativity and culture and its relevance to our daily lives.

As well as attending Bucks Cultural Leaders, successful applicants will also be invited to join the open sessions with key members of their team which are being programmed as part of a second strand of support - **Building Skills**. More information about the Building Skills workshops will be released in the New Year.

## **Bucks Cultural Leaders – programme content**

Online, sessions will be programmed from February – July 2021. Each session will last between 2.5-3 hours, with peer coaching and action learning sessions threaded throughout. Sessions will have a positive focus, acknowledging the challenges pre and post Covid-19, and building resilience within the cohort to address these challenges. The CAO team will facilitate sessions and will invite a diverse range of cultural leaders and creative practitioners to take part in the delivery through keynote presentations, panel discussions and provocations. Sessions will be participatory and immersive, and framed within an inclusive coaching culture.

Programme content is still be finalised but to give applicants an idea of the sessions we are looking to include the following:

### **Introductory session and welcome keynote:**

Establishing the cohort, developing peer coaching skills, exploring session themes, setting the framework, agreeing shared working principles for the group.

### **Contextualising the challenges:**

Understanding the impact of COVID19 on us, our organisation, our region and our sector.

### **Looking outward and facing the world – the stories we tell about ourselves:**

How we articulate our purpose with passion and find the resources to support and develop our businesses and organisations with a cultural and creative mission to diverse communities of external stakeholders, and that advocates at governmental levels (regionally, and nationally), leverages soft power, and addresses economic and societal change.

### **Risk and innovation in times of constraint:**

How we can grow our personal strengths, resilience, courage and creativity. What are our competing commitments and values?

### **Looking inward at our organisations:**

How do we nurture organisations with the right people around us in order to represent, articulate and expand our vision and mission? How do we support our development as ‘entrepreneurial leaders’ in a post COVID19 context?

### **Knowledge about developing alternative business models:**

Workshopping innovative business models and strategies so that we can meet future business objectives. How do we balance the tensions of creativity, learning and income generation?

### **Partnership building:**

How do we build, manage and sustain effective partnerships with other organisations to further the aims of all partners and increase long-term economic, creative and social impact?

### **Innovation Sprint part**

Fast-paced participatory workshop designed to:

- encourage innovative thinking and creativity
- develop across team collaborations
- create confident teams
- surface and begin to work up potential project ideas.

## The CAO Team

Between us we have many years, and considerable experience in undertaking:

- **Leadership:** Designing bespoke training and development programmes for individuals, teams and organisations that focus on creating innovative and entrepreneurial thinking; and building frameworks for cohorts of leaders to facilitate peer support, development and learning.
- **Business Development, Managing Change and Cultural Regeneration:** Supporting senior leaders to design business development and change programmes; and establishing cultural / business regeneration partnerships.
- **Entrepreneurship and Creativity:** Inspiring teams to work together in new ways, sparking original concepts, experimenting and stress-testing new propositions; creating innovative team dynamics; and embedding entrepreneurial approaches.
- **Strategy, Vision and Purpose:** Enabling senior leadership teams and boards to redefine strategic vision, goals and objectives, innovate and to be ambitious; writing and implementing Strategic, Corporate and Business Plans.
- **Governance:** Building effective and efficient governance models; working with boards to support organisational development and decision-making; supporting chair / CEO relationships.
- **Communications, Marketing and Public Relations:** Creating innovative communications strategies and partnerships that listen and respond to external environments and are audience-centred; developing and delivering marketing content and material for all media.
- **Policy and Planning:** Working with senior leadership teams to develop, set, and implement policy, plans and programmes of activity; designing and creating business plans for organisational change and funding proposals.
- **Research and Evaluation:** Developing robust research questions and methodologies for capturing data and insights; measuring impact and analysis.
- **Stakeholder consultation:** Building consensus through collaboration and consultation, using our extensive networks to mine additional insights.

Further details can be found on our website: <https://www.culturalassociates.co.uk/ourservices>



**Lucy Shaw** is the founder and director of Cultural Associates Oxford. She is a cultural entrepreneur who specialises in strategic leadership, organisational change, workforce diversity, and inclusive engagement.

Lucy works for the University of Oxford, where she is Programme Director for [Oxford Cultural Leaders](#) (OCL) - an international executive leadership programme for museums, heritage and the arts, which she launched in 2015 in partnership with the Saïd Business School, University of Oxford. She curates and facilitates OCL, as well as developing new content and teaching on the programme. She is also part of a research team exploring the changing expectations and demands of museum leadership and is co-author of [The Museum Leader's Report](#).

As Head of Programmes and Partnerships at the University's Gardens, Libraries and Museums Division (GLAM), she works with the divisional office team leading on vision, strategy and public engagement.

**Miki Lentin** is a senior strategic communications and marketing professional with over twenty years of experience across the public and private sectors. Until recently he was Head of Corporate Affairs at the UK's national library, the British Library, reporting to the CEO, with responsibility for corporate strategy, communications, marketing, digital content, public policy and community engagement.

Miki has a keen interest in the role cultural organisations have as neighbours within their cities and communities. This led to his creation of London's leading innovation district, the '[Knowledge Quarter](#)', a visionary concept to transform



engagement and partnership by the major culture, research, academic and science institutions in and around King’s Cross, London.

Miki also played a key role in developing the Library’s ‘Living Knowledge’ (2015-23) strategy, managing its communication and integration across business areas. Throughout his career, he has led high-impact and creative communications projects including: the Library’s 800th anniversary of the Magna Carta in 2015; broadcast partnerships with BBC4, Discovery and Sky Arts, and major brand marketing campaigns. Miki brings a broad range of personal experience to his innovative and entrepreneurial thinking. He is also a writer, a Trustee of the Reading Agency, volunteers with the Refugee Council and is a Faculty Member of Oxford Cultural Leaders.



**Pegram Harrison** is Senior Fellow in Entrepreneurship at the [Saïd Business School](#), University of Oxford. Pegram’s research and teaching concerns entrepreneurship and leadership particularly in cultural contexts. He advises business on development and strategy from large-sale multi-nationals to SME’s, and his current research is focused on exploring new business models for cultural and heritage organisations.

Pegram teaches entrepreneurship, leadership, strategy and heritage management to executives and Diploma students, as well as on the MBA and undergraduate programmes.

He runs Oxford Saïd’s programme of teaching and research called [Engaging with the Humanities](#). He helped to start the Oxford Cultural Heritage Programme and is a founding faculty member of Oxford Cultural Leaders.

Pegram also coordinates a joint research programme with the University of Bologna on management and the humanities. These initiatives link researchers with cultural institutions, policy leaders, development agencies, digital technology providers and civic officials. Beyond Oxford, Pegram works with various cultural organisations on research into new business models for enhancing museum engagement.



**Maurice Davies** is a cultural consultant who leads, supports and develops museums, arts organisations and the people who work for them to increase their effectiveness. He is a recognised sector leader, an effective communicator and is well networked. For over 30 years he’s been working with and advising museums and galleries - and researching, writing and talking about them, in the UK and overseas. He’s a visiting senior research fellow in the Business Schools at King’s College London and a member of the National Trust’s Collections and Interpretation Advisory Group.

Maurice has consulted for many museums from large nationals to small volunteer-run local museums and formally advised government ministers, House of Commons committees, national and regional public agencies, and trusts and foundations. His passion is getting people in museums to be more thoughtful about what they do: to take the time to think carefully and strategically before acting. He has been Head of Collections at the Royal Academy of Arts, Deputy Director of the Museums Association, Editor of Museums Journal, a Turner Scholar at Tate, and a lecturer at Imperial College.