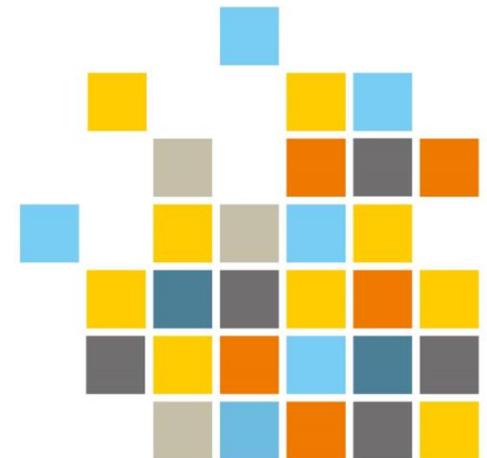


# City of Culture to City of Leadership

The Story of how **Hull** is Investing in its  
Voluntary Sector



# Why Leadership? Why Place Based?

## Why Leadership?

- 23% improvement for beneficiaries
- More skilled leaders and managers
- More resilient voluntary sector.

## Why Place Based?

- Reap rewards of critical mass
- The whole is greater than the sum
- City benefits from leadership culture
- Collaboration and mutual understanding
- Address local opportunities

# The Hull Story

- Rank Foundation place-based work
- Local VC sector identified leadership as a priority
- City of Culture brought optimistic spirit
- Arts Council keen for social and cultural collaboration
- Mixed response from local groups
- Big Lottery interested to fund an experiment
- Local champions – Steering Group v effective
- Partnerships with Hull University and others
- Celebrity, media and business endorsement
- 500 local voluntary groups 2/3 with no staff

**A partnership with Clore Social was born**

# Clare Social Leadership

Our **vision** is for a social sector that is led with skill, efficiency and ethical values

Our **mission** is to provide social leaders with appropriate, affordable and quality learning

# Clare Social - 8 Years of Building Leadership

**95%** of Fellows say they are better leaders after Clare interventions

**100%** of managers say Fellows are better leaders after Clare interventions

**47%** have had promotion since they completed the Fellowship

**74%** have supported and grown other leaders

**We have a great menu of content, trainers and delivery methods.**

# Our Model for Great Social Leadership



# Our Model for Great Leadership Development



# Our Objectives for Hull

To support a flourishing and forward thinking VCSE sector in Hull and East Yorkshire

To build the sector's pipeline of leadership talent.

To create opportunities for leaders to network and problem solve

To pilot a model for place-based leadership development

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# All Systems Go in Hull!

- Research on the local sector and workforce
- Social media and special [website](#) very active
- Recruitment has started for all strands
- Local surgeries and Q&As
- We did a local leadership survey in December
- Clore 'check out your leadership style' assessment
- Appointed a local project manager
- Goschalks provided free training suite
- Our comms strategy is key to the success
- We had an launch and **200 people** signed up

# We believe in Leadership at all Levels

The four strands:

1. Board leadership
2. Masterclasses for CEOs and Senior Leaders
3. Immersive Programme for Emerging Leaders
4. New to Management Programme
5. Skills for Community Champions

Some overarching events and themes

A Leadership Festival delivered by participants for the next generation of leaders

# Measuring Impact

1. Programme participant feedback
2. Self assessment by participants
3. Manager assessments
4. External evaluation of the place-based value
5. A detailed and transparent record and commentary

# Next Steps for Leicester

- Agree that leadership is a priority
- Take a collaborative approach
- Nominate 2 people to talk to the Lottery staff
- Set up a Steering Group to lead
- Work with Clore Social on a plan for 2019