# Host Organisation Information Pack

Transform National

**Easier to Read Version**

# CONTENTS 2


**INTRODUCTION 3**

**PROGRAMME DETAILS 4**

Programme Overview 4

Associate Executive Directors & Host Organisations 5

A Focused Organisational Review 5

Organisational Readiness & Development 6

Recruitment & Selection of AEDs 6

Support & Development of AEDs 7

**PLACEMENT TIME & FUNDING 7**

**BEING A HOST ORGANISATION 8**

Who can Apply? 8

What are we looking for? 8

**COMMITMENTS & SUPPORT 9**

What we ask of you 9

Financial Contribution 9

**HOW TO APPLY 9**

Key Dates 10

How will applications be assessed? 10

Questions or access support? 10

**BE PART OF TRANSFORM NATIONAL 10**

Our Partners & Funders 10

## INTRODUCTION

Thank you for your interest in becoming a host organisation for Transform National. We're pleased you're considering being part of a programme that brings together emerging leadership, organisational learning and opportunities for change across the visual arts sector.

Led by New Art Exchange (NAE), in partnership with CVAN England and Disability Arts in Shropshire (DASH), Transform National will work with four visual arts organisations across England to create paid leadership opportunities for Global Ethnic Majority and Disabled, Deaf and Neurodivergent emerging leaders. Each organisation will host an Associate Executive Director (AED) for 15 months, as part of a wider 18 month leadership development programme.

At the heart of Transform National is the understanding that developing future leaders and creating systemic change are deeply connected. This means not only opening up opportunities for individuals but also examining the structures, cultures and ways of working that influence who gets to lead, whose voices are heard and where decisions are made.

Through Transform National, we aim to:

- Create meaningful leadership opportunities – supporting Associate Executive Directors (AEDs) to gain experience, develop their leadership practice and contribute to organisational decision-making.
- Support organisational and systemic change – working alongside host organisations to reflect on leadership, governance, accessibility and organisational culture, challenge existing barriers and explore more equitable ways of working.
- Strengthen connections between people and place – creating opportunities for emerging leaders to develop within their local areas, drawing on existing relationships, knowledge and connections to communities.

This information pack outlines what it means to become a host organisation, the support available and how to apply. We hope it gives you a clear picture of the programme and helps you decide whether Transform National is right for your organisation.

## PROGRAMME DETAILS

Transform National will bring together four visual arts organisations across England, each hosting a paid Associate Executive Director (AED). Alongside these placements, host organisations will take part in organisational development and shared learning. This

reflects the programme's wider ambition to challenge the structures and practices that create barriers to leadership and support meaningful systemic change.

## Programme Overview

| | | |
|---|---|---|
| **APPLY & JOIN** | Host Selection | OCTOBER - DECEMBER 2026 |
| **PREPARE & RECRUIT** | Organisational development + AED recruitment | JANUARY - MARCH 2027 |
| **WELCOME & DEVELOP** | AED placements and organisational reviews | APRIL 2027 - JUNE 2028 |
| **REFLECT & ACT** | Recommendations and wider learning | JULY 2028 |

## Associate Executive Directors & Host Organisations

Each selected organisation will host one Associate Executive Director (AED), creating an opportunity for an emerging leader to gain experience of executive leadership. This post will be paid and covered by NAE.

AEDs will have opportunities to:

- Gain insight into executive leadership, governance and strategic decision-making.
- Work alongside senior leaders and engage with different areas of organisational practice.
- Lead a focused organisational review and develop recommendations for change.
- Access mentoring, coaching, peer learning and professional development.

Host organisations will have opportunities to:

- Reflect on their existing approaches to leadership, accessibility and organisational culture.
- Participate in workshops, organisational assessments and the development of Inclusive Leadership and Change Plans.
- Benefit from the perspectives, experience and recommendations of an emerging leader.
- Explore how learning from the programme can inform their wider organisational practice.

## A Focused Organisational Review

A key part of each AED placement will be a focused review of an area of organisational practice identified by the host organisation. This provides an opportunity for the AED to explore how an organisation works, understand its challenges and contribute ideas and recommendations that could inform its future development.

Areas for review could include:

- Governance and organisational decision-making
- Financial planning and income generation
- People management and organisational culture
- Accessibility and inclusive practice
- Partnerships and community engagement

The specific focus will be agreed with each host organisation and should provide the AED with meaningful opportunities to engage with senior staff, relevant information and decision-making processes.

## Organisational Readiness & Development

Alongside the AED recruitment, host organisations will participate in a supported period of organisational development.

This will include:

- Organisational baseline assessments – to explore organisational practice and identify areas for development.
- Inclusive leadership workshops led by programme partners.
- Access audits – helping organisations identify and address barriers to accessibility.
- Inclusive Leadership and Change Plans – identifying priorities, actions and opportunities for organisational development.
- Organisational readiness review – exploring how prepared each organisation is to welcome and meaningfully support an AED

We recognise that organisations will be approaching this work from different starting points. The emphasis is not on having everything in place already, but on demonstrating openness, commitment and a willingness to translate learning into action.

## Recruitment & Selection of AEDs

Following the selection and preparation of host organisations, the programme will recruit four Associate Executive Directors.

Recruitment will focus on creating paid leadership opportunities for Global Ethnic Majority and Disabled, Deaf and Neurodivergent emerging leaders who are interested in progressing towards executive leadership within the visual arts.

### People, Place & Leadership

People and place are central to Transform National. The programme will seek to recruit AEDs who live or work in the same or nearby geographical area as their host organisation, recognising the value of local knowledge, relationships and connections to communities. This approach aims to create leadership opportunities for people connected to these places, while ensuring that organisational learning and change are informed by local experiences, perspectives and communities.

The recruitment process will aim to be accessible and inclusive with further guidance on the recruitment and matching arrangements shared with participating organisations. The precise role of host organisations in AED recruitment will be shaped alongside the participating host organisations.

## Support & Development of AEDs

AEDs will receive support throughout the programme to help them develop their leadership experience, reflect on their practice and explore their future aspirations.

**This will include:**

- Paid leadership experience within a host organisation.
- Mentoring and coaching to support professional development and reflection.
- Peer learning with other AEDs participating in Transform National.
- Dedicated time for research and reflection, including the development of their organisational review.
- Professional development opportunities to strengthen knowledge, skills and networks.
- Opportunities to share learning through programme events and the final conference.
- Access support, with dedicated funding to support individual access requirements.

## PLACEMENT TIME & FUNDING

Each Associate Executive Director (AED) will participate in an 18 month leadership development programme, including a paid placement of approximately 15 months within their host organisation. AEDs will spend 90 paid days working with their host organisation, equivalent to approximately six days per month.

This time will provide opportunities to engage in executive leadership, organisational decision-making and a focused review of an agreed area of organisational practice.

Each AED will receive a fee of £21,700, based on 100 paid days at £217 per day, alongside a dedicated £2,000 professional development budget to support their individual development needs following the placement. The precise working arrangements will be agreed as part of the programme, with further details on contracting and payment schedules to be confirmed.

| ACTIVITY | INDICATIVE DAYS |
|---|---|
| Working within the host organisation | 90 days |
| Preparation for the national conference | 5 days |
| Research and final report writing | 5 days |
| TOTAL | 100 days |

## BEING A HOST ORGANISATION

### Who can Apply?

We welcome organisations of different sizes, locations and approaches to visual arts practice. You do not need to be an Arts Council England National Portfolio Organisation (NPO) or a Regularly Funded Organisation (RFO) to apply.

### What are we looking for?

We are particularly interested in organisations that demonstrate:

- Commitment to equity and inclusion – recognising barriers to leadership and a willingness to address them.

- Openness to learning and change – reflecting on existing structures, cultures and ways of working.
- Meaningful leadership opportunities – providing access to senior leadership, governance and decision-making.
- Organisational support – commitment from senior leadership and boards to engage with the programme.
- A clear area for development – identifying an aspect of organisational practice for the AED to review.

We recognise that organisations will be at different stages of their journey. What matters is a genuine willingness to reflect, learn and take action rather than having all the answers from the outset.

## COMMITMENTS & SUPPORT

### What we ask of you

- Identify a clear and meaningful area of organisational practice for the AED to review.
- Provide access to the information, people and discussions needed to undertake the review.
- Give the AED defined responsibilities and opportunities to contribute to organisational thinking and decision-making.
- Dedicate two named people to the placement: one responsible for line management and day-to-day support, and another responsible for overseeing the AED's development and progress of the organisational review.
- Commit both named supporters to participating in workshops led by New Art Exchange and DASH, with relevant board members and senior staff joining where appropriate.
- Provide opportunities for the AED to shadow board meetings and develop an understanding of governance and organisational decision-making.
- Protect time for mentoring, professional development and peer learning.
- Participate in independent programme evaluation.
- Share the AED's final recommendations with the board, actively explore implementation options and provide a reasoned response to each recommendation.

### Financial Contribution

Each host organisation will contribute £4,000 towards the programme, paid in two instalments:

£2,000 in 2026/27 | £2,000 in 2027/28

AED fees are funded separately through Transform National

## HOW TO APPLY

We welcome applications from visual arts organisations interested in being part of Transform National.

To apply, please complete our online application form, telling us about your organisation, your motivation for participating, the opportunities you could offer an AED and the area of organisational practice you would like to explore.

### Key Dates

- Open Call Launch: Monday 26 October 2026
- Online Information Session: Wednesday 4 November 2026 (2-3pm)
- Application Deadline: Monday 23 November 2026 by 12 noon (UK time)
- Interviews: Monday 30 November 2026
- Host Organisations notified by: w/c 7 December 2026

### How will applications be assessed?

Applications will be considered against the programme's aims, including organisational readiness, commitment to inclusive leadership, capacity to support an AED and openness to meaningful change.

Shortlisted organisations will be invited to an interview, with four host organisations selected to take part.

### Questions or access support?

We'll be hosting an online information session to share more about the programme and answer questions. If you'd like to discuss the opportunity, sign up for the session or require adjustments or support with your application, please get in touch.

- Apply here: Host Organisation Application Form
- Contact: Indy Sira at Indy@cvan.art

## BE PART OF TRANSFORM NATIONAL

We hope this guide has given you a clear understanding of Transform National and what being a host organisation could mean for you.

If you're interested in being part of the programme, we'd love to hear from you. Please take a look through the information guide and application form, and feel free to get in touch if you have any questions or would like to discuss the opportunity further.

### Our Partners & Funders

Transform National is led by New Art Exchange, in partnership with CVAN England and DASH with funding support from Arts Council England and Art Fund.