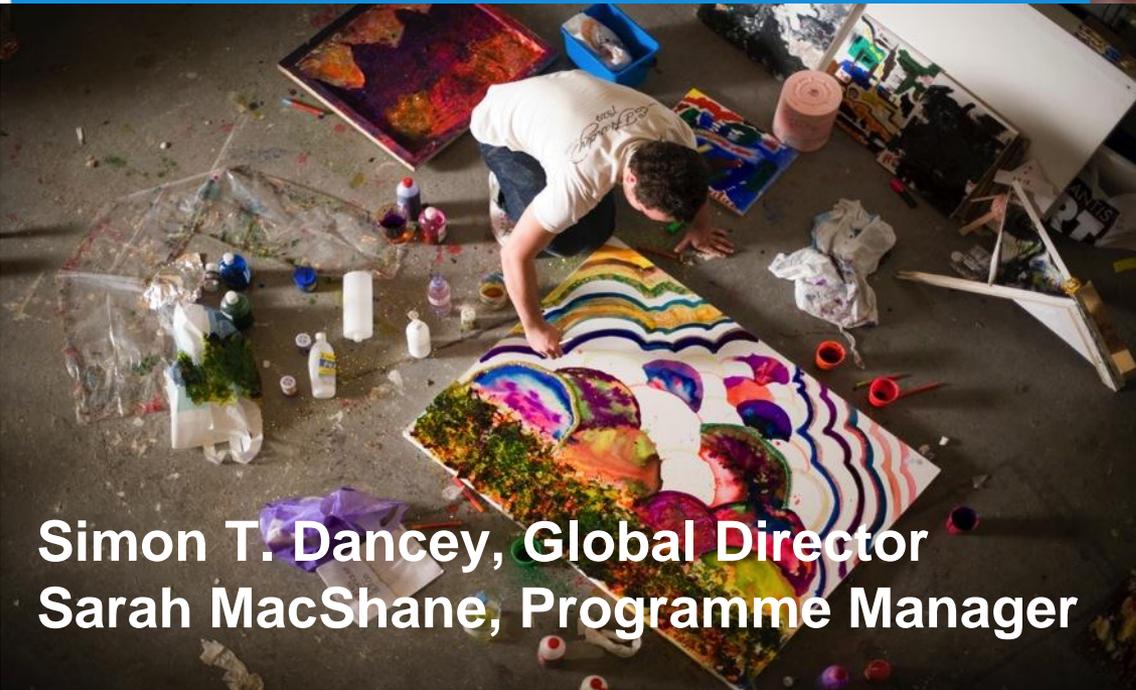


# Cultural Skills Unit

A case study: sectorial skills development  
for the cultural sector



Simon T. Dancey, Global Director  
Sarah MacShane, Programme Manager



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**Introduction and overview**

## Part Two

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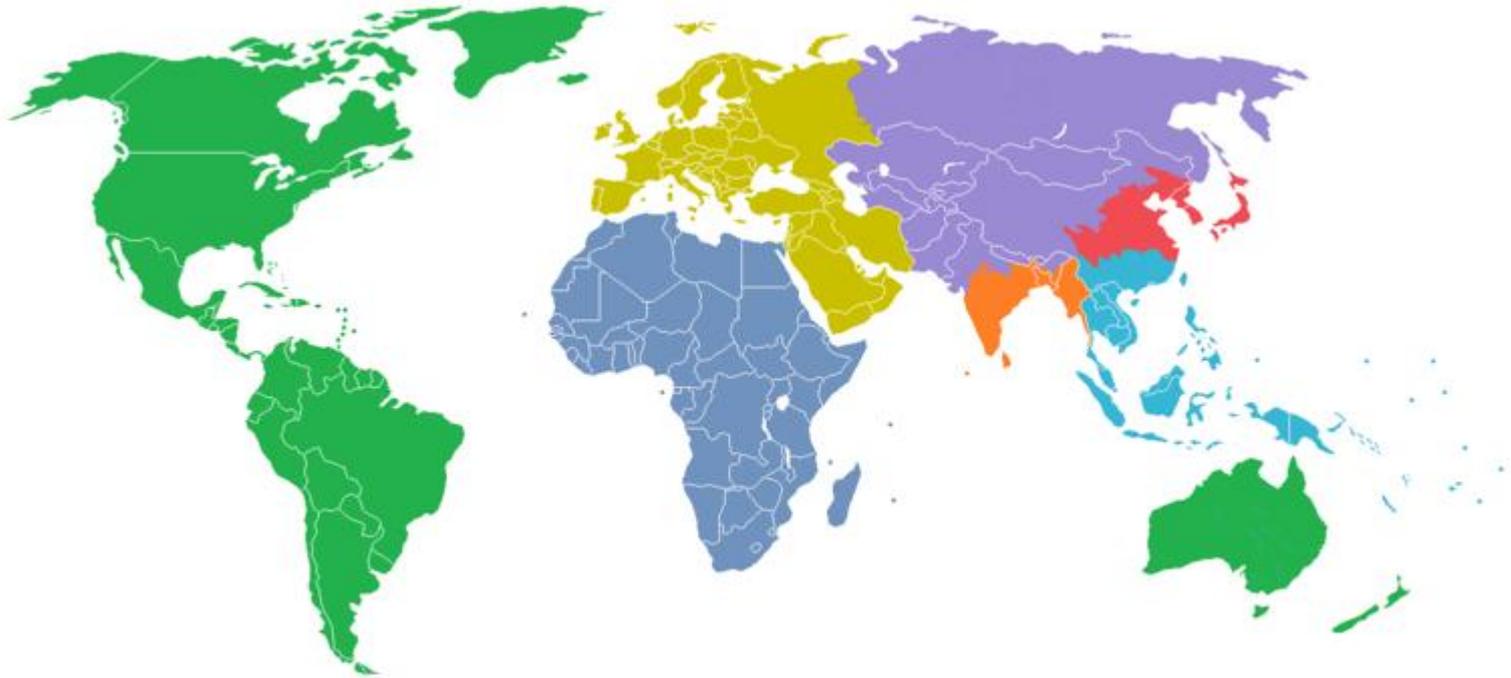
**Partnership and programme development**

## Part Four

**Next steps and questions**

# Part One: Introduction and overview

# 1. British Council operations



**Seven global regions**

Image source: R-Bloggers

## 2. The Cultural Sector

- Performing Arts
- Museums & Galleries
- Fashion
- Craft
- Live events
- Design
- Cultural Heritage
- Community Arts
- Architecture
- Visual Arts
- Gaming
- TV
- Film
- Photography
- Animation

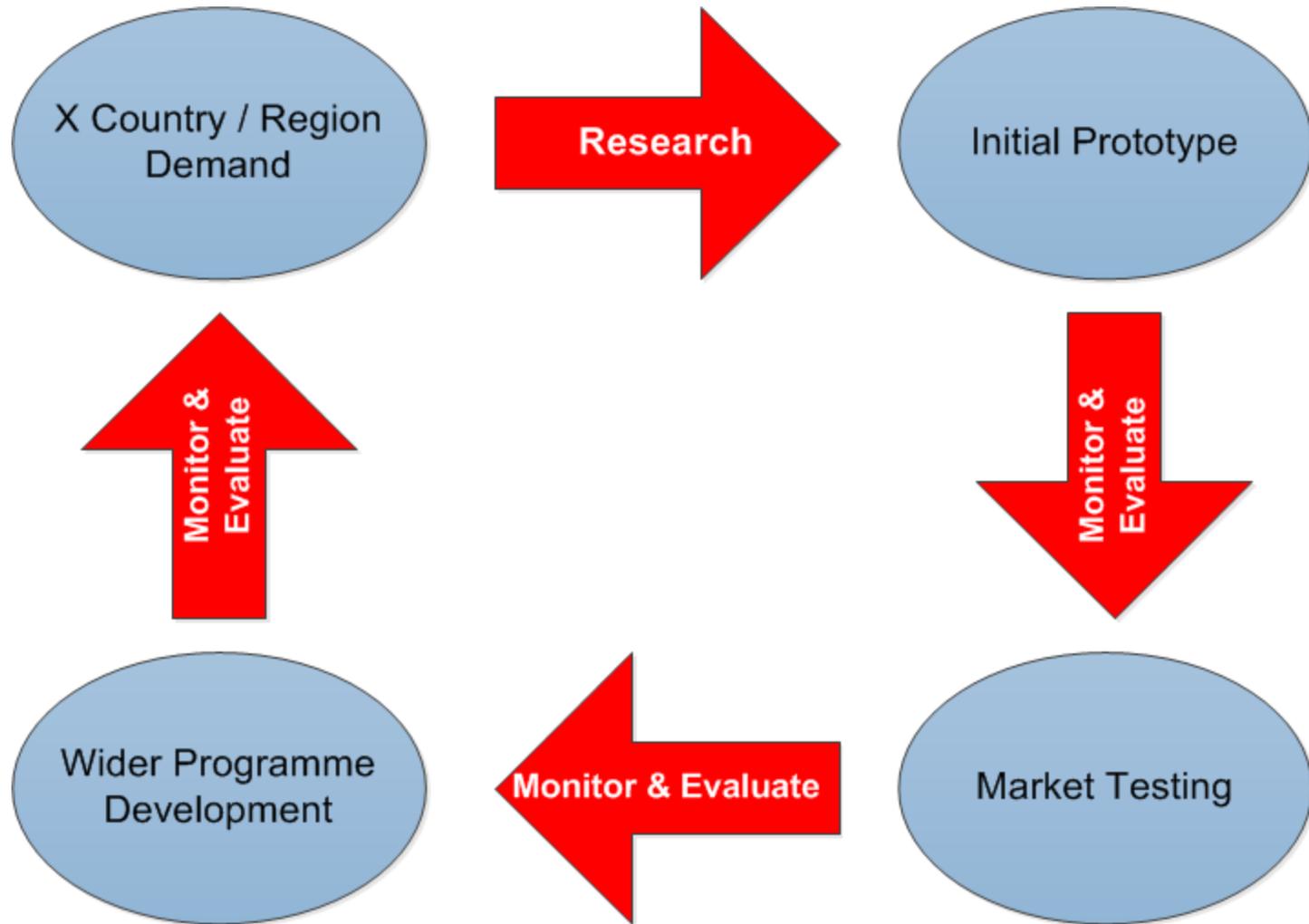
*“Culture's power to transform societies is clear”  
(UNESCO)*

### 3. 'Cultural Skills' – a definition

**'Cultural Skills are the sum of all skills, knowledge, attributes and competencies that an individual possesses to be fully proficient in his/her role within the cultural sector'.**

*Source: 'Key Terminology', Cultural Skills Unit, Research and Recommendations: Examining the cultural skills gaps and shortages in Singapore, Hong Kong, Indonesia & Burma, (East Asia Report), p.4*

## 4. Methodology



## 6. Vocational education

- Cultural sector makes up 7% of global economy
- Current mismatch between training and needs of the sector
- Alternative route to higher education & creating new pathways into employment
- Providing people with the right skills for the right occupations
- Developing new interventions where skills gaps & shortages are identified by undertaking detailed research

# Part Two: Research



## Cultural Skills Unit research summary

Examining the cultural skills gaps and shortages in: Singapore, Hong Kong, Indonesia and Burma

UK Research Report (2014) Art work by Design with Danielle Baillie. Image © British Council



CSU East Asia Report (2014) Art work by Danielle Baillie & Design. Image © British Council

# 1. Research: UK

## ***‘Cultural Skills Activity in the UK: Assessing current provision & the demand for international partnerships’***



Executive Summary, designed by British Council Design  
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## 2. UK Research Objectives

1. What is the landscape for UK cultural skills provision?
2. How successful are these cultural skills initiatives?
3. What is the landscape for internal-facing cultural skills provision?

### 3. UK Key Findings

- **Cultural Skills Development Landscape in the UK**
  - Sub-sector-by-Sub-sector overview of cultural skills provision
  - Initiatives aimed at linking education to employment
  - Characteristics of successful international operators
- **External organisations lack understanding of international cultural skills gaps and demand**
- **Differing business models preferred**

## 4. Global Research

### a) East Asia

*‘Examining the cultural skills gaps and shortages in **Singapore, Hong Kong, Indonesia and Burma**’*



#### Cultural Skills Unit research summary

Examining the cultural skills gaps and shortages in: Singapore, Hong Kong, Indonesia and Burma



Executive Summary, designed by British Council Design & Danielle Baillie © British Council 2014

## 4. Global Research

### b) Europe

*'Examining the cultural skills gaps and shortages in **Germany, Romania, Greece and Poland**'*



#### **Cultural Skills Unit research summary**

Examining the cultural skills gaps and shortages  
in: Germany, Greece, Poland and Romania



Executive Summary, designed by British Council Design & Danielle Baillie © British Council 2014

## 5. Global Research Objectives

1. What is the need for a cultural skills offer?
2. Who are the key players?
3. Where can the British Council add greatest value?

# 6. Methodology I

## CULTURAL SKILLS UNIT RESEARCH ROUNDTABLES

INFORMATION & PROGRAMME OF EVENTS GERMANY, GREECE, POLAND AND ROMANIA

www.britishcouncil.org

### ABOUT THE CULTURAL SKILLS UNIT

The Cultural Skills Unit will strengthen cultural relations through shared activity and mobility to consolidate and develop the British Council's global cultural skills offer.

Together with our partners, we will realise the British Council's cultural relations objectives by building sustainable cultural skill programmes that will improve the cultural resilience and skills of people with highly skilled partners who can contribute to mutual economic and cultural benefit.

Our activities will benefit the institutions and individuals of the areas we are providing opportunities to engage and prosper from the links by providing creative excellence from the UK.

### ABOUT THE RESEARCH

The British Council Cultural Skills Unit is responsible for leading the scoping and coordination of pilots across the globe, ensuring the unit does it based on solid evidence.

The research due to take place in Europe aims to contribute greater understanding of the skills gaps and priorities across the cultural sector in Germany, Greece, Poland and Romania. It will also provide greater insight into potential partners and coordinators.

Findings from the research will be used by focus country staff and the cultural skills unit to better target our efforts in developing new evidence-based opportunities and products.

### WHO IS CARRYING OUT THE RESEARCH?

The research will be overseen by Magali Reaumeur, Research Manager for the Regional Cultural Skills Unit (CSU) at the British Council. Regional staff and British Council colleagues in each focus country will provide support and guidance to the researcher.

### CONTACT STAFF:

Stella Pimpler - Head of Unit, EU  
 Lucetta Harkin - HRs Partnership Manager, EU  
 Simon Daniels - Global Director Cultural Skills Unit  
 Louise Jones - Programme Manager Cultural Skills Unit  
 Magali Reaumeur - Research Manager Cultural Skills Unit

### AGENDA FOR ROUNDTABLES

#### 8:00

- Welcome and introductions
- Brief overview of why Cultural Skills has been selected for Europe

#### CULTURAL SKILLS UNIT

- Brief introduction and contextual overview of the Cultural Skills Unit
- Rapid introduction to Research
- Learn introduction to Programme Development & overview of current Applications with partners
- Q&A

#### ARTS MANAGER

- Highlight existing and past skills programmes (arts/heritage/business/creative/working visit)
- Overview of the Culture Sector Landscape (Policy, Funding, Skills Needs, Training Providers)
- Overview of key partners we work with & those we could work with for CSU
- Early identification of need skills gaps and proposed Named Demand
- Q&A

#### ES&S MANAGER

- Highlight existing and past skills programmes (entrepreneur/heritage/business/creative/working visit)
- Overview of the Education Landscape for the Culture Sector (Degree level, In-house, Training Providers, Apprenticeship, Skills Partnership)
- Overview of key partners we work with & those we could work with for CSU
- Early identification of need skills gaps and proposed Named Demand
- Q&A

#### RESEARCH: MOVING FORWARD

- Research Process: Steps/900 Guide
- Areas
  - Details for the Researcher
  - Details for the Government of Contacts
  - Details for emailing stakeholders for introduction/initial focus group
  - Details for the return of partner consent forms for P&A (if applicable)
- How will a researcher report into his/her assigned researcher to progress meetings?

8:00

British Council Cultural Skills Unit Survey - Poland

5. Skills Gaps - Young People

4. How well prepared are school and university leavers for work in the cultural sector?

Very well prepared  Reasonably well prepared  Poorly prepared

How have they been well prepared or in what ways are they poorly prepared? (e.g. lack of relevant work experience/skills/knowledge etc)

5. If you answered "poorly prepared" or "reasonably well prepared" for question 4, please specify which of the following skills and experience that school and university leavers urgently need to acquire?

Please select up to four options in the boxes below.

Skills and/or Experience needed

Skills and/or Experience needed

Skills and/or Experience needed

Skills and/or Experience needed

Other (please specify)

## CULTURAL SKILLS RESEARCH

INFORMATION FOR EXPERTS

Participant List							METHOD OF ENGAGEMENT				
Category	Organisation	Title	Surname	First Name	Position	Email	Face to Face Interview	Phone Interview (if less of a priority for face to face interview) (or organisation too far)	Focus Group	Survey	
N.B	Please write in red the name of individuals/organisations you will arrange an interview/focus group with										
	Please put a * next to the name of an individual, if you wish to attend this interview with Magalie										
	Please write in green the name of individuals/organisations you wish to do an e-introduction for (Magalie will then follow up and arrange an interview/focus group)										
Cultural Skills Research											
Industry - Theatre											
Industry - Theatre											
Industry - Theatre											
Industry - Theatre											
Industry - Dance											
Industry - Dance											
Industry - Dance											
Industry - Dance											
Industry - Dance											
Industry - Dance											
Industry - Music											
Industry - Music											
Industry - Music											

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### WHAT IS THE RESEARCH ABOUT?

The new Cultural Skills unit, responsible for leading the scoping and coordination of pilots across the globe has been established at the British Council. Everything the unit does is based on solid evidence.

The research will be used to understand the skills needs and gaps in the cultural sector across Germany, Romania, Poland and Greece, in order to target our efforts and create partnerships to take action.

### WHO IS CARRYING OUT THE RESEARCH?

The study (including interviews and data analysis) is being undertaken by a British Council researcher. The researcher will be guided and supported by the British Council's Cultural Skills Unit and colleagues based across Europe.

### WHY AM I BEING ASKED TO CONTRIBUTE TO THIS RESEARCH?

In order to gain a comprehensive overview of the skills needs and gaps in the cultural sector, a broad sample of participants are being invited to share their knowledge and valuable expertise on the matter.

The sample of experts includes: Government officials, cultural sector professionals, practitioners, professionals at education institutes and British Council staff.

### WHAT DO I HAVE TO DO?

You are invited to partake in a semi-structured interview lasting between 45 minutes to 1 hour. Participation is voluntary, therefore you can refuse to answer any question you wish and can withdraw from the research at any time without having to give reason. You should ask questions about anything you do not understand prior to deciding whether to participate in the research.

## 7. Methodology II

### Regional and in-country support

#### Consultations

- Government Officials
- Cultural Institutions
- Education Institutes
- Cultural Sector Professionals
- British Council Colleagues
- Potential Partners & Co-investors

#### Focus Groups

- Young People (post-16)
- Cultural Sector Professionals

#### Survey

- All the aforementioned

## 3. Global Key Findings

### East Asia Regional Conclusions

- Sub-sectorial specialist skills
- Transversal skills (Leadership)
- Creative Education
- TVET
- Policy
- Practical Learning
- Regional Learning

### EU Regional Conclusions

- New pathways into work
- Transversal skills (Arts Management)
- Technical Skills
- Short Modular Courses

## 8. Upcoming Research

- **Wider Europe:** Azerbaijan, Kazakhstan, Turkey, Ukraine
- **Americas:** Colombia, Brazil, Argentina
- **MENA:** Saudi Arabia, Egypt, Morocco, Algeria
- **South Asia:** TBC
- **Sub-Saharan Africa:** TBC

# Part Three: Partnership & Programme Development

Image: Simon presenting to stakeholders, Spring Gardens, London, 2014. Photo © Danielle Baillie



Image: Participants on #MTS UK Summer School, London, 2014 Photo © Danielle Baillie



Image: Simon & Sarah with the Argentinean Ambassador to London 2014. Photo © Court esy Argentinean Embassy

# Key areas of work

**1.**



**2.**



**3.**



**4.**



# Policy

Technical Assistance

Thought Leadership

Qualification &  
standards  
development

Delivery: UK & Regional



Image of cleaners in Shwedagon Pagoda, Yangon, Myanmar.. Photo: © Simon Dancey

# Professional Development Sub-sectorial

Museums &  
Galleries

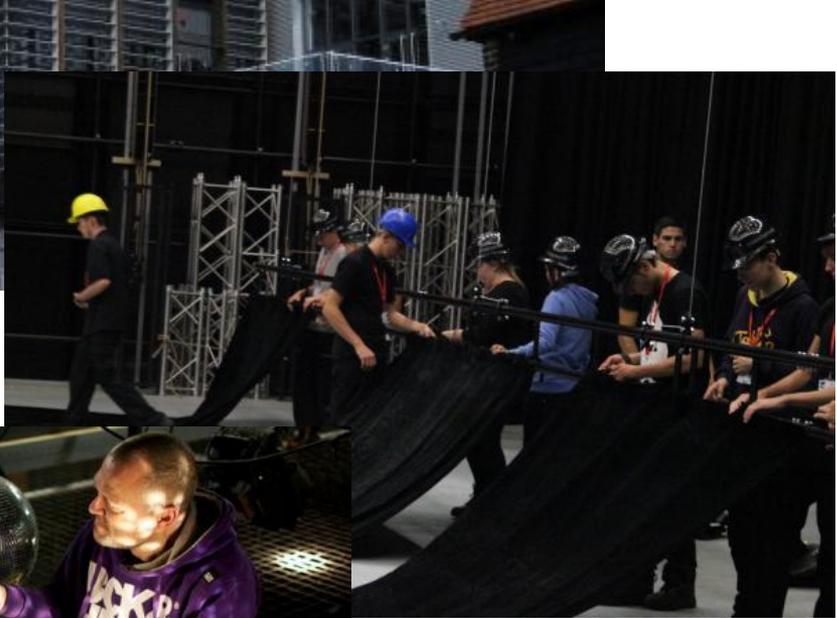
Festivals

Technical  
theatre

Fashion

TV & Film

Delivery: UK, regional, global & digital



Images courtesy of [www.backstagecentre.com](http://www.backstagecentre.com)  
Photography © Caroline Shillabeer

# Professional Development Transversal

Leadership

Entrepreneurship

Innovation

Business skills

Delivery: UK, regional, global & digital



Image © Sarah MacShane, 2014

# Youth

Takeover

Work attachments

Live briefs

Apprenticeships

Delivery: UK, regional, global & digital



Image © Sarah MacShane, 2014

# Partners

- Technical colleges
- Government institutions and departments
- Cultural organisations: museums, theatres, film companies, BBC
- Specialist training providers
- Freelancers
- Awarding bodies
- Sector skill councils

# Part 4: Next steps

- Market testing
- Monitoring & Evaluation
- Prototype refinement

# Questions?



Contact the team at  
**[culturalskills@britishcouncil.org](mailto:culturalskills@britishcouncil.org)**