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Hong Kong Scholarship on the Clore Leadership Programme 2021

APPLICATION GUIDELINES

1. Introduction

- 1.1 Hong Kong Arts Development Council (“HKADC”) in partnership with the Clore Leadership Programme (“CLP”) invites applications for up to two Hong Kong Scholarships (“the Scholarship”) in order to undertake an International Fellowship on the Clore Leadership Programme in 2021 (“the Fellowship Programme”), with an aim of nurturing cultural leaders in Hong Kong. The Scholarship supports local arts professionals who are driven to making a difference in their community of practice, sector and society through culture. Whether working independently or as part of an institution, applicants must meet the criteria for the Fellowship Programme and be able to demonstrate their aptitude and appetite for effecting significant change.
- 1.2 The selected applicant(s) of the Scholarship (“Hong Kong Scholar on the CLP”) will join the cohort of 2021 Fellows, drawn from across the UK and abroad, to attend a programme of leadership development in the United Kingdom.

2. Clore Leadership Programme & Hong Kong Scholarship

- 2.1 Each year the CLP awards around 20-26 potential leaders from across the cultural sector in the UK and a small number of International Fellowships from outside the UK. The International Fellows undertake a programme of leadership development, much of it alongside the UK Fellows. The CLP is now in its sixteenth year, and has proved to be highly successful, both in attracting a wide range of outstanding participants, and in helping to transform their skills, experience, confidence, and leadership abilities.
- 2.2 More information on the CLP is available on the website <http://www.cloreleadership.org>.
- 2.3 The Scholarship opens to outstanding, talented and experienced local applicants with the potential to create significant change in the arts and cultural sector of Hong Kong, with an aim to benefit both the individual participant and the broader community of arts professionals in Hong Kong. The Hong Kong Scholar(s) on the CLP will engage with participants of the Fellowship Programme in a range of intensive leadership training, and a tailored programme of leadership development such as professional coaching, mentoring, participation in courses, conferences, study visits and/or a secondment in the UK. Hong Kong Scholar(s) on the CLP gain extensive international perspectives through their participation in the Fellowship Programme. The Fellowship Programme of 2021 has been enhanced with a range of new training initiatives to develop the Fellows’ leadership skills and to strengthen their competences to meet the challenges of the times.
- 2.4 The Hong Kong Scholar(s) on the CLP will be based in the UK for around 4 to 5 months and no more than 5, which will be spread over two periods to participate in the following mandatory activities:

Training Period	Mandatory Activities
March 2021	(i) Attending an induction day and the first residential leadership course for about 8 days, around which he/she will plan, in consultation with the CLP, his/her individual programme of development.
From end of May to September 2021	(ii) Attending his/her individual intensive leadership training and a tailored programme of professional development, including professional skills workshop, attendance at courses and conferences, mentoring and coaching. (iii) Taking part in a secondment in a cultural institution in the UK for approximately 8 weeks or he/she can opt for a new work-based project. (iv) Participating in a new urban residential for about 2 to 3 days to interact with key civic and community partners, addressing critical local issues while being immersed in the real-time cultural challenges of a city/region. (v) Attending the second leadership residential courses which is about 5 to 6 days.

2.6 The Scholarship will be completed by 30 September 2021 at the latest.

2.7 The exact implementation dates of the above activities are subject to final confirmation. Interested applicants should understand that adjustment or even cancellation may have to be made under the influence of COVID-19 and/or other unforeseeable circumstances beyond the control of HKADC and/or CLP.

2.8 **What We Look For In A Potential Scholar:**

2.8.1 The applicants should be of a similar high calibre to the Clore Fellows and have a track record in their home country, with an expectation that they will fill senior leadership roles in the future. Applicants should have a total of at least seven years' paid work experience in the arts and cultural sector and have had experience of leading a significant project or team, either within an organisation or working independently.

2.8.2 Leaders who are dynamic, strategic and collaborative; who possess a high degree of intellectual curiosity, creativity, integrity and emotional intelligence.

- 2.8.3 You will be entrepreneurial and driven to making a difference in your organisation, community of practice, sector and/or society through culture.
- 2.8.4 This adaptive programme is for leaders from across the arts and cultural sector who are poised to take on a significant leadership challenge, to make a step change in their leadership careers and the arts and cultural sector: perhaps you are about to take on a major project or executive leadership role, or are ready to develop your organisation. Whether working independently or as part of an institution, you will be able to demonstrate your aptitude and appetite for effecting significant change.
- 2.8.5 The Scholarship is a considerable investment in the development of an individual and so applicants for the Scholarship must be able to demonstrate that they are driven to creating an innovative positive impact to the arts, culture and communities in Hong Kong.
- 2.8.6 You will need to be able to demonstrate the qualities listed below and explain in your application how the Scholarship will make a difference to you and the sector and or community of Hong Kong. You must be able to demonstrate ambition and proven achievement in your professional life, meet the essential criteria for the Fellowship Programme, as well as most or all of the attributes listed below:
- Have an innovative approach, be open to learning and the desire to develop as a cultural leader.
 - Be in a position to influence practice and/or policy and effect change in your organisation, sector and beyond, through your work as an artist or cultural professional.
 - Have significant experience of leading people, projects, organisations or practice either in a professionally paid or voluntary capacity in the cultural sector.
 - Be comfortable with managing budgets.
 - Demonstrate a deep commitment to, passion for and understanding of the cultural sector.
 - Have an understanding of the broader sector and wider context of culture.
 - Have the ability to live independently and make the most of intensive learning opportunities.

2.9 **We are seeking people who lead:**

Authentically - know themselves and are true to themselves, are self-aware, recognise their strengths and the gaps in their experience, and can identify clear personal and professional objectives for applying for a place on the CLP

Creatively - with the flexibility to think laterally, innovate, solve problems and encourage change

With passion and ambition for their work, not just themselves - with purpose, motivation, determination and drive that they can communicate to others, both within and outside their organisation or specialism; are powerful advocates, politically astute and able to convey a convincing narrative; communicate effectively in writing, speaking and in groups, and are skilled in presentation and negotiation

Strategically and courageously - are optimistic and forward-looking, alert and entrepreneurial, with the ability to analyse complex information, assess risk, be resourceful and make choices - even when coping with ambiguity, uncertainty and complexity; and with the knowledge, judgment, confidence and resilience to seize opportunities and take decisions

With an enquiring mind - and the capacity to reflect and learn, with curiosity beyond their current specialism and an awareness of the wider context; they understand and are open to new business models and ways of working, and are competent and comfortable with technology

With integrity - they demonstrate honesty, generosity, humility and openness, and welcome diversity. They can build relationships, encourage collaboration and create the conditions for others to excel; they set high standards and have the ability to motivate and develop others; to form, value and give inspiration to a team, to be hands-on and to delegate when appropriate.

Practically, they translate vision into action, demonstrate proven achievement in their professional life, and are focused, realistic and self-motivated, leading delivery.

We will also be looking for the extra imaginative **“spark”** that marks an outstanding potential leader. This should give us an indication that the individual will be able to initiate and innovate, to energise and inspire, as well as deliver.

- 2.10 HKADC and the CLP and/or the designated assessment panel appointed by them are responsible for the assessment. HKADC reserves the final decision on the assessment.
- 2.11 Applications for the Hong Kong Scholarship on the CLP 2021 are assessed solely by HKADC and the CLP and/or its designated assessment panel appointed by them. In submitting the application, the applicant consents to accept HKADC's decision as final regardless of the result of his/her application.
- 2.12 Subject to the constraints of resources and keen competition, HKADC and the CLP reserve the right to set additional objective assessment criteria in addition to those set out above in order to facilitate the processing of applications. Review of such additional objective criteria will not be accepted.

3. Finances

- 3.1 The total value of each Scholarship is £30,500 of which a budget of up to £16,500 will be made available to each Hong Kong Scholar on the CLP for expenses relating to the Scholarship as agreed by the CLP and the Hong Kong Scholar(s) on the CLP.
- 3.2 Among the above £16,500 budget mentioned in clause 3.1, a maximum of £13,000 is assigned to cover the two return journeys to the UK; travel within the UK; accommodation and subsistence (except during the two residential courses) and the rest of £3,500 will cover the attendance at conferences and courses as part of the Scholar's customised professional development programme, in the UK.

- 3.3 Payments to the Scholar(s) for costs relating to his/her Scholarship will be reimbursed against submitted expense claim forms, receipts and invoices and will be paid directly into the Scholar's bank account.

Please note that this funding is available for leadership development within the UK as agreed with the CLP and cannot be used to subsidise your costs at home, or for other expenditure outside of the UK (with exception for your return flights).

- 3.2 In addition, the CLP will cover the cost of accommodation, tuition and meals at two residential courses and access to a mentor.

4. Eligibility

- 4.1 Eligible applicants must meet all of the following criteria:

- Applicants must be permanent residents of Hong Kong at the time of applying the Fellowship Programme and will return to Hong Kong at the end of the programme.
- Applicants must have a minimum of 7 years' professional or voluntary experience in the arts and cultural sector by the end of the application deadline and be able to demonstrate aptitude for leading and effecting significant change through your work. The period of 7 years does not need to be consecutive. Applicants with disabilities are considered on equal terms with other applicants.
- Applicants must have an excellent command of the English language, both written and spoken.
- Applicants will be required to devote themselves full-time to complete the Fellowship Programme during the periods agreed with the CLP. The successful applicant(s) is expected to dedicate approximately 5 months to the Fellowship Programme.
- If applicants intend to remain in employment with their current employers during the Fellowship Programme period, a supporting letter from the employer indicating the approval of the applicant to participate in the programme, if selected, is required.
- Applicants must fulfil any other visa, health and immigration requirements to undertake the Fellowship Programme in the UK. The successful applicant(s) must be responsible for his/her own insurance, visa and tax.
- Save for exceptional circumstances, successful applicant(s) will be expected to work in the arts and cultural sector for at least two years after completion of the programme.

5. Application Procedures

- 5.1 Every application must comprise one set of the following supporting documents:

- a completed Application Form;
- a structural diagram showing the staffing structure of your organisation, with your position highlighted (if currently working for an organisation);
- copies of your academic transcripts, graduation/ professional certificate(s); and other supporting materials of your academic and professional achievement;
- letters of reference from **TWO** referees in **SEALED** envelopes under confidential cover¹;
- supporting letter from your current employer (if applicable);

¹ If an applicant wishes to submit his/her application via email, the referee's letter of reference could be sent directly from the referee to hkadc@hkadc.org.hk for confidentiality. By doing so, the applicant is agreed to waive the right to access the letter.

- copy of your ID card or official documentation to show your Hong Kong Permanent Residence status by the application deadline²; and
- detailed statements of the following:
 1. Describe your or your organisations' greatest leadership challenge to date. What was your role and what leadership qualities did you utilise to create a strategic impact? (Maximum 300 words)
 2. What do you think are the main challenges facing the cultural sector in Hong Kong over the next 5 years? And what should cultural leaders do to address them? (Maximum 200 words)
 3. We expect Clore Fellows to inspire and lead significant change. What difference will you make and how will a Fellowship Programme at this time help you to achieve your aspirations? (Maximum 400 words)

5.2 **Completed Applications (including one set of signed completed application form, together with all supporting documents) must be submitted and deposited in the collection box at the HKADC Administration Office (HKADC, 10/F, 1063 King's Road, Quarry Bay, Hong Kong) or email to hkadc@hkadc.org.hk by 6:00pm on 7 October 2020 (Wednesday), Hong Kong time the latest.** Please mark "Application for the Hong Kong Scholarship on the Clore Leadership Programme 2021" on the envelope. Applications submitted by post must be postmarked on or before the above mentioned deadline. Submission by courier is also accepted if the pickup date shown on the bill issued by the courier service provider is on or before the deadline. Please submit the applications via one of the above channels and do not submit in duplicate. Late applications, applications submitted via fax or digital means other than email and applications that fail to meet the requirement of the "Application Guidelines" will not be processed. Please note HKADC will not process the application and its related documents with insufficient postage and pay for the relevant postage. **Under no circumstances will late applications be considered.**

5.3 Application forms can be obtained from the Administration Office of the HKADC or downloaded from the HKADC website (www.hkadc.org.hk).

6. Undertaking

- 6.1 The Hong Kong Scholar(s) on the CLP will be required to sign an agreement that he/she will undertake to complete the Scholarship by 30 September 2021 and comply with the requirements under the terms of the Scholarship.
- 6.2 The Hong Kong Scholar(s) on CLP will also undertake to take part in any sharing/promotional activities on arts administration and leadership that HKADC or the CLP may organise in the future. The sharing/ promotional activities will be audio- and video-recorded for public release on the HKADC and/or the CLP website, its social media

² If an applicant does not wish to submit his/her HKID Card copy together with the application form, he/she can attend the HKADC Administration Office during office hours to physically produce his/her HKID Card for checking by the HKADC staff before submission. When an applicant chooses to do so, he/she should also provide his/her completed application form for the HKADC staff to mark on his/her application form that the applicant's HKID Card number has been checked, before he/she submits the application form. An applicant who wishes to physically produce his/her HKID Card in lieu of collection of such copy is required to make prior appointment before he/she comes to the HKADC Administration Office for physical production of his/her HKID Card. Please contact the HKADC Administration Office at 2827-8786 to make prior appointment.

platform, and other channels. The Hong Kong Scholar(s) on CLP will also participate in any monitoring and evaluation requested by HKADC and the CLP throughout the duration of the Scholarship; and

- 6.3 The Hong Kong Scholar(s) on CLP must return to Hong Kong after completion of the Scholarship.
- 6.4 In addition, Scholars will be required to:
- Participate in any monitoring and evaluation requested by the CLP and HKADC.
 - Refer to themselves as “Hong Kong Scholar on the Clore Leadership Programme” where appropriate.

7. Intellectual Property

- 7.1 To facilitate the assessment of the applications, the applicant agrees to authorise HKADC to duplicate and distribute application documents to Council members, arts advisors, examiners, Home Affairs Bureau, other government departments and external consultants for reference. The applicant also agrees to authorise HKADC to possess, process and archive application documents submitted by the applicant.
- 7.2 If the application documents submitted by the applicant contain material (including but not limited to any written, verbal, graphic/ image production or other format), in which intellectual and industrial property rights belonging to other parties/ organisations subsist, it is the applicant's responsibility to obtain prior written consent from the holder of such intellectual and industrial property rights for their use and exploitation so to (a) enable HKADC to carry out the assessment under Paragraph 7.1 hereof and to (b) enable that the project can be implemented successfully without infringement or claims from third parties. HKADC reserves the right to request certified copies of such prior written consent.
- 7.3 If the contents of the application incorporate the duplication, distribution or publishing of works and materials, etc (including but not limited to any written, verbal, graphic/ image production or other format), in which intellectual and industrial property rights belonging to other parties/ organisations subsist, it is the applicant’s responsibility to obtain prior written consent from the holder of such intellectual and industrial property rights to ensure that the project can be implemented successfully without infringement or claims from third parties. HKADC reserves the right to request certified copies of such prior written consent.
- 7.4 The applicant must ensure that HKADC will not violate the Copyright Ordinance (Chapter 528) of the laws of Hong Kong or other relevant ordinances or infringe in any way any intellectual and industrial property rights of any nature whatsoever of any person due to the receipt, examination, possession, processing or archiving or otherwise use or exploitation of any documents, information, project contents of application submitted by the applicant. The applicant shall indemnify and keep indemnified the HKADC, its respective directors, officers, employees, representatives, advisers, authorised users and/or agents (including Council members, arts advisors, examiners, Home Affairs Bureau, other government departments and external consultants), on a full indemnity basis, from and against any and all losses, damages, claims, liabilities, actions, demands, fees, costs and expenses (including but not limited to legal fees, costs and expenses) which the HKADC, its respective directors, officers, employees, representatives, advisers, authorised

users and/or agents(including Council members, arts advisors, examiners, Home Affairs Bureau, other government departments and external consultants), may incur or suffer in connection with, or arising out of the failure of the applicant to comply with the duties or requirements set out in this Paragraph 7.

- 7.5 As a measure to promote art developments, HKADC supports the autonomy and independence of arts practitioners/arts organisations and encourages arts practitioners/ arts organisations to maintain ownership of and manage its own intellectual property. As such, unless specified as conditional requirements by HKADC, selected applicant who receives the grant/scholarship from HKADC generally will retain and own intellectual property (including but not limited to the trademark or copyright) of any work, deliverable, report or material arising out of the approved project or programme (each a “**Work**”). The selected applicant shall take all necessary steps and adopt appropriate policies to own, ensure, protect and promote the intellectual property (including but not limited to trademark, patents, design or/and copyright) deriving from its Works. Selected applicant shall ensure that their provision of any Work or material in performing the activities, the use or possession of the same by HKADC, their Works, deliverables or creation or any part thereof are original works and that the same does not and will not infringe, in any way intellectual and industrial property rights or other rights of any nature whatsoever of any person. Selected applicant shall also ensure that their Works are free from all liens and encumbrances.
- 7.6 (a) Selected applicant shall grant unconditionally to HKADC, its authorised users, assigns and successors-in-title a non-exclusive, perpetual, irrevocable, royalty-free worldwide and sub-licensable license to do the acts restricted by copyright that are stipulated in sections 23 to 29 of the Copyright Ordinance (Cap. 528) in relation to any Work.
- (b) In relation to any part of any Work to which a selected applicant is not empowered to grant the aforesaid licence, the selected applicant undertakes to procure at its sole cost and expense (but such cost and expense shall not be paid out of the grant/scholarship) the grant of such rights for the benefit of HKADC, its authorised users, assigns and successors-in-title by the relevant third party intellectual property rights owners, including without limitation, any collaborating party.

8. Freeze Policy

- 8.1 The project must be implemented in accordance with details and dates set out in the grant application and the Agreement. The grantee has the responsibility to take initiative to submit the Project Report by the stipulated date, failing which HKADC reserves the right to recover the amount paid to the grantee. The grantee/ its head of organisation (if the grantee is an organisation)/ the project-in-charge, will be listed on the HKADC Freeze List immediately when the project/ Project Report is overdue. If the grantee applied for and received the HKADC grant on account of its status as subsidiaries or departments of registered organisations, the grantee’s parent organisation will be listed on the HKADC Freeze List.
- 8.2 All persons whose name is on the HKADC Freeze List will not be eligible to apply for and receive any HKADC grant during the overdue period plus an additional six-month frozen period after the overdue item is completed/ submitted.

- 8.3 If a key participant in an application is a person/ organisation whose name is on the HKADC Freeze List, the application will not be accepted by HKADC for consideration during the period that the person/ organisation in question is on the HKADC Freeze List.
- 8.4 Grantee that failed to submit the Final Report and were listed on the HKADC Freeze List for three times or more, HKADC reserves the right to extend their frozen period to one year.

9. Review Procedure

- 9.1 The decision of HKADC is final. However, HKADC reserves the exclusive discretion to receive review applications over the decision of the examiners by unsuccessful applicants, which would be reviewed by the Review Committee in HKADC. Review applications to the examiners' decision must be made in writing by completing a standard form obtainable from the HKADC and submitted within 30 calendar days from result notification.
- 9.2 Review applications against artistic appreciation and judgement will not be accepted. The Review Committee will review cases only on grounds of improper processing procedures and/or rejection of proposal due to the decision being based on inaccurate information. These claims must be substantiated by the unsuccessful applicant by concrete reasons.
- 9.3 Depending on the competition and resources, HKADC reserves the right to set additional assessment criteria which are objective and do not contradict existing ones to facilitate the processing of applications; appeals against such additional objective criteria are not accepted.

10. Treatment Of Personal Data

- 10.1 During the application process, the HKID Card number of an applicant will be collected in order for HKADC to process and assess the application (including to verify the applicant's identity, check that the applicant meets the eligibility requirement as a permanent resident of Hong Kong and identify grants related to the applicant). An applicant is also required to submit a copy of his/her HKID Card together with the duly completed application form for HKADC to confirm the applicant's status as a permanent resident of the Hong Kong Special Administrative Region. However, if an applicant does not wish to provide his/her HKID Card copy, he/she can choose to attend the HKADC Administration Office to physically produce his/her HKID Card for checking. (see the footnote in Clause 5.1)
- 10.2 Personal data contained in the application documents are used by HKADC to facilitate the processing and assessment of applications. Failure to provide such data may affect the assessment and result of the application.
- 10.3 If there is any amendment to the personal data on the application documents, the applicant must inform HKADC in writing to ensure that the personal data held by HKADC is correct at all times. To help promote arts development and transparency, HKADC may publish information (e.g. name of applicant, approved amount, project nature and project summary, etc.) concerning successful applications in its annual report, website, newsletter and other publicity materials; HKADC may also use such information for its own research or policy development purposes. The applicant must agree to allow HKADC to publish and use such information. If the applicant does not wish to receive any publicity material from HKADC or related organisations, please notify HKADC in writing.

- 10.4 To facilitate the process of assessment, the applicant must allow HKADC to personal data contained in the application to Council members, arts advisors, examiners/ assessors, the CLP, Home Affairs Bureau, other government departments, and external consultants.
- 10.5 Selected applicant will be assessed by the Council members, arts advisors, examiners/ assessors, consultants and the representatives of CLP. The applicants must accept that the contents of such reports can be disclosed to the public.
- 10.6 HKADC will not release information that would harm the applicant's personal or business activities. HKADC reserves the right to subcontract processing of any personal data to a data processor consistent with the applicable provisions of the Personal Data Privacy Ordinance.

11. Inquiry of Personal Data

- 11.1 According to the Personal Data (Privacy) Ordinance Paragraphs 18 and 22, and point 6 in annex 1 of the Code, the applicant has the right to know if HKADC holds personal data related to oneself and to the participants of the project, and may obtain a copy of the data from HKADC and to amend any inaccurate information contained therein. Such requests in writing should be addressed to the Chief Executive, Hong Kong Arts Development Council, 10/F, 1063 King's Road, Quarry Bay, Hong Kong.

12. The Prevention of Bribery Ordinance

- 12.1 Hong Kong Arts Development Council is a "public body" under the Prevention of Bribery Ordinance Cap 201. All HKADC members (including committee members, examiners and arts advisors) and staff must abide by the regulations related to the acceptance of advantages.
- 12.2 Under Section 4 of the Prevention of Bribery Ordinance Cap 201, the offering of any advantage to, or the soliciting or acceptance of any advantage from, any HKADC member (including committee members, examiners and arts advisors) and staff is strictly prohibited. Applicants should be aware of, and abide by, the regulations.
- 12.3 It is an offence for any person to, without lawful authority or reasonable excuse, while having dealings of any kind with a government department/ office or a public body, offer any advantage to any government officer employed in that department/ office or public servant employed by that public body.

13. Point to Note

- 13.1 As application for the Scholarship is expected to be highly competitive, short-listed applicant(s) will be required to attend an interview in person in November 2020 followed by a second round interview with the CLP representatives through teleconference in December 2020. Both interviews will be held in Hong Kong. HKADC and the CLP reserve the right to change the interview timetable and format without further public notice.
- 13.2 Applicant may consider his/her application unsuccessful if he/she is not notified by the end of January 2021.

14. Enquiries

14.1 Applicant should make his/her enquiry to HKADC. The CLP will not respond to any enquiry directly to them. For enquiries, please call Ms LAI of the HKADC at 2820-1025.

Hong Kong Arts Development Council
2 September 2020

Hong Kong Arts Development Council reserves the right, in its absolute discretion, not to accept any application submitted. HKADC also reserves the right to amend and/or to supplement and/or to cancel the current invitation for applications and/or the details of the Programme as set out in the Application Guidelines at any time without further notice. HKADC will not indemnify any losses or expenses that may be incurred by the applicants in such situations or in responding to the invitation for application.