

## Summary CV: Robert Laycock



*I work exclusively with not-for-profit organisations, including those in the arts and cultural sectors. I work with leaders, and their staff teams, boards and other key stakeholders, to:*

- *Strengthen business-planning processes, to ensure organisational energy and resources are focused on achieving mission.*
- *Develop robust financial plans, including, where appropriate, applying the principles of Full Cost Recovery.*
- *Develop funding models and fundraising strategy.*
- *Support submission of strategic funding bids.*
- *Build fundraising capacity and capability.*
- *Develop leadership and management capability, particularly through coaching and mentoring.*
- *Support organisational development and change.*
- *Strengthen governance.*

## Employment history

- 2011 to present     **OWNER / DIRECTOR – People Purpose Planning** Supporting arts, cultural and third sector organisations to achieve high performance by focusing on their people, their purpose and the effectiveness of their planning processes. Over 30 clients to date.
- 1999 to 2011     **DEVELOPMENT DIRECTOR, CO-DIRECTOR, DIRECTOR, CHIEF EXECUTIVE – Helix Arts** <http://www.helixarts.com/> Creating opportunities, across the North East of England, for people who experience disadvantage to unlock their potential through working with artists. Turnover 2009/10: £500k.
- 1996 to present     **VISITING LECTURER** Delivering lectures and workshops to art and business students (BA/MA/PHD) at Newcastle University, University of Northumbria, Gray's School of Art (Aberdeen), Sunderland University and Duncan of Jordanstone (Dundee).
- 1993 to 1999     **PARTICIPATORY ARTS PROJECTS** Designing, delivering and evaluating participatory arts projects across the North East region.

## Education history

- 2010     **Board Leadership Development – Two Leaders, One Direction**, Association of Chief Executives of Voluntary Organisations in association with the Northern Rock Foundation.
- 2009/10     **Executive Coaching**, funded by Northumberland Business Service Ltd.
- 2005/06     **Leadership Development - Common Purpose Matrix Programme**, Northumberland, Tyne & Wear <http://www.commonpurpose.org.uk/>
- 2001/02     **Management Development - Diploma in Management, Level 4 (Distinction)**, Gateshead College / Northern Cultural Skills Partnership.
- 1993     **BA Fine Art, Painting - First Class**, The University of Northumbria at Newcastle.

## Non-executive roles

- 2015 to present     **Board member**, Beacon Hill Arts - the UK's only BFI film academy for people with disabilities <http://www.beaconhillarts.org.uk/>
- 2007 to present     **Chair of Trustees**, North Tyneside Art Studio – providing art studio provision for adults with severe and enduring mental health problems <http://ntartstudio.wix.com/4>
- 2011 to 2014     **Chair of Governors**, Marden High School – a specialist media arts, science and maths school, providing a happy, friendly and intellectual learning environment for over 900 pupils aged 11 to 16 <http://www.mardenhigh.net/>

## Assignments 2011 to present

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### **Artworks Scotland** <http://www.creativescotland.co.uk/explore/projects/artworks-scotland>

Organisation type: *National (Scotland) professional development initiative for artists working in participatory settings.*

Deliverables: Workshop for conference delegates exploring participatory arts practice.

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### **connect4change** <http://www.connect4change.co.uk/>

Organisation type: *Third sector infrastructure support partnership working across Northumberland.*

Deliverables: *Design and delivery of a programme of learning and development support for voluntary and community sector organisations across Northumberland.*

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### **Crisis** <http://www.crisis.org.uk/>

Organisation type: *National charity supporting single homeless adults.*

Deliverables: Developing a framework for arts provision at their Skylight Centre in Newcastle.

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### **Crossings** <http://www.crossings.org.uk/>

Organisation type: *Arts charity providing music based development opportunities for refugees and asylum seekers.*

Deliverables: Business planning, fundraising strategy, developing and writing strategic funding bids, mentoring.

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### **Fertile Ground (formerly Dora Frankel Dance)** <http://fertileground.org.uk/>

Organisation type: *Contemporary dance Community Interest Company.*

Deliverables: Long term strategic planning, business planning, fundraising.

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### **Helix Arts** <http://www.helixarts.com/>

Organisation type: *Regional participatory arts charity.*

Deliverables: Fundraising.

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### **The Key (formerly Keyfund)** <http://www.yourpotentialunlocked.org.uk/>

Organisation type: *Regional charity working with children and young people.*

Deliverables: Modelling organisational capacity, leadership coaching.

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### **Mission Models Money** <http://www.missionmodelsmoney.org.uk/>

Organisation type: *National arts and culture think tank.*

Deliverables: Development and launch of new, national (England, Scotland), peer learning network, for leaders in the arts and cultural sectors.

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### **Newcastle University Business School** <http://www.ncl.ac.uk/nubs/>

Organisation type: *University Business School.*

Deliverables: Design, development and delivery of new network for leaders in social change.

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### **New Writing North** <http://www.newwritingnorth.com/>

Organisation type: *Literature development agency.*

Deliverables: Facilitate board away day exploring governance effectiveness.

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**Northern Rock Foundation** <http://www.nr-foundation.org.uk/>

Organisation type: *Charitable Trust*.

Deliverables: Design and delivery of a programme of learning and development support for six socially engaged arts organisations, focused on learning about, developing, and embedding a Theory of Change based approach to planning for, and demonstrating, outcomes, impact and social value.

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**Operating Theatre** <http://operatingtheatre.org.uk/>

Organisation type: *Theatre company*.

Deliverables: Fundraising, organisational development.

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**Public Art Scotland** <http://www.publicartscotland.com/>

Organisation type: *Public art research and publishing (Scotland)*.

Deliverables: Commissioned article exploring quality in participatory arts practice.

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**Queens Hall Arts** <http://www.queenshall.co.uk/>

Organisation type: *Arts centre*.

Deliverables: Design and facilitate board away day generating 10-year vision.

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**Skimstone Arts** <http://skimstone.org.uk/>

Organisation type: *Not-for-profit arts organisation working with younger and older people*.

Deliverables: Fundraising, board Away Day, evaluation.

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**Stepney Bank Stables** <http://stepneybank.co.uk/>

Organisation type: *Regional charity – community equestrian centre*.

Deliverables: Commissioning strategy, impact evaluation framework, leadership coaching.

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**Sunderland Cultural Partnership** <http://sunderlandculturalpartnership.co.uk/>

Organisation type: *Partnership*.

Deliverables: Funding bid writing for Battle of Somme Cultural Programme.

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**Tyne Gateway Trust** <http://www.tynegatewaytrust.co.uk/>

Organisation type: *Charity tackling child poverty*.

Deliverables: Lead submission of Stage 2 Reaching Communities funding application.

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**Unfolding Theatre** <http://www.unfoldingtheatre.co.uk/>

Organisation type: *Regional touring theatre company*.

Deliverables: Developing evaluation approaches.

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**University of Sunderland Students' Union** <http://www.sunderlandsu.co.uk/>

Organisation type: *Regional charity*.

Deliverables: Long term strategic planning, team Away Days, business planning, change management.

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**¡VAMOS!** <http://vamosfestival.com/>

Organisation type: *Festival*.

Deliverables: Strategic planning.

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