



LIGHTS ON is the flagship capacity-building programme of the European Network of Cultural Centres (ENCC). It is the new version of the well-known BECC programme, which ran from 2008 to 2021.

## About LIGHTS ON and the ENCC

LIGHTS ON is a staff exchange, training and mentoring programme for young professionals working in cultural organisations. It gives participants international work experience and a European perspective and helps them acquire new competencies and skills that are crucial for their organisations in their work with their audiences and broader community. Since 2008, our staff exchange/training programme (formerly BECC) has supported the mobility of more than 160 workers of cultural organisations.

The European Network of Cultural Centres was founded in 1994 to create dialogue and cooperation between social-oriented cultural centres in Europe. Today, it reaches over 3000 cultural organisations in 27 countries. Read more at <http://encc.eu/>

The ENCC and LIGHTS ON are supported by the Creative Europe programme of the European Union.

## About the 2023 edition of LIGHTS ON

The topic of this edition is *Sustainable crisis management: organisational resilience and well-being*.

One important focus for the ENCC is sustainability. This year, LIGHTS ON will target a very relevant aspect for cultural institutions and especially cultural centres: sustainable crisis management.

Today, the crises affecting sociocultural centres - and communities at large - are multiple and crosscut geographical, social, personal and sectoral boundaries. How do we cope with them? Are there any common strategies to be implemented? Which factors can we intervene on? Are crises necessarily bad? What is the role of socio-cultural centres, and how do crises influence their relationship with local communities? How to move from crisis management to (systemic) change?

We will take time to explore all these questions and analyse the realities participants are living in, creating a safe space for peer-to-peer learning and support.

The first highlight of the 2023 LIGHTS ON programme is a five-day training, on 8-12 May in Ostend, Belgium. This will explore two interrelated aspects of the topic: organisational resilience and well-being. In order to tackle the most relevant aspects, in this edition, we will work on “live” examples from participating organisations’ daily life, inviting participants to bring up the most burning challenge they struggle with related to the topic of the event. Together with experienced trainers and a community of international peers we will “incubate” them, using a variety of formats: P2P, lectures, presentations, participatory workshops, study visits and a very important aspect of our programme - networking. This last element is the most important one, as the LO community is made up of powerful young leaders from all over Europe, who with their actions inspire, motivate and change the world for the better. The Lights On community of peers is definitely the highest value of our programme.

After the training, each participant will join a minimum seven-day exchange where they will have the opportunity to further incubate their challenge with the host organisation, review their work and their organisation in the mirror image of another European organisation and last but not least, enjoy the opportunity for mobility and the benefits of what this journey and new socio-cultural context will have to offer. We hope that after this rich experience, each participant will bring back concrete tools and answers ready to be applied to their organisations.

To nourish and inspire the process of exchange and learning, we will present examples and inspiring stories from cultural organisations from Belgium and beyond. Our trainers and invited guests will share their knowledge and experiences with you.

Lights On 2023 will take place in Ostend, on the beautiful Belgian North Sea Coast. The meeting will be hosted by inspiring cultural centre and ENCC member [De Grote Post](#).

## Testimonies from Lights On 2022 alumni

« The seminar and exchanges with the other participants were incredibly helpful. And having the opportunity to step away from my organization for a week to have some more flexible mind-space was really needed and beneficial. Can we do this twice a year? »

*Lesley McBride, Italy  
Rathaus*



« I really liked how the seminar was structured in terms of content, I liked that it brought together ownership, digitalization and sustainability. The study visits were extraordinary ! »

*Sophie Martinez Lesage, Spain  
FIBICC*



## Conditions to apply

- Applicants should be junior professionals, working in a cultural centre or another type of cultural organisation based in Europe, within a country eligible for Creative Europe funding.
- All profiles are welcome to apply (managers, project coordinators, communicators, technicians, artists, volunteers and others); however, applicants must be involved in decision-making about their organisation's programme, and have at least 1 year of experience working with a community.
- They should clearly show in their application their motivation to develop new models of local cooperation and community development.
- Applicants must be fluent in English, which is the working language of the programme.
- They must also be born after 1988.
- Each applicant must be appointed or at least fully supported by their organisation for this training, and upon request ready to present a recommendation letter from a member of their management team.

### Applicants' organisations

- should identify a clear need for the training within their structure. LIGHTS ON participants should act as ambassadors towards their organisation and colleagues. After following the LIGHTS ON programme, they will contribute with their experience to improvements in their work context.
- should be ready to take responsibility for preparing, supporting and evaluating a qualitative learning experience.
- should be able to contribute financially to the programme as described in the FINANCES section below.

## How to apply

The ENCC will select **14 candidates** for the 2023 programme. The selection process will give special attention to applications from ENCC members and from professionals employed by a cultural centre, but the goal is to select the most diverse and balanced pool of participants possible.

Applications must be submitted online before **Friday 20 January 2023** at midnight CET, using the [LIGHTS ON APPLICATION FORM](#)

Selection results will be communicated by email to participants at the end of February 2023.

## LIGHTS ON 2023 Calendar

Deadline for submitting applications	<b>Friday 20 January 2023</b> , midnight CET
Selection results	end of February 2023

Online preparatory meeting	April 2023 (exact date TBC)
Preparatory work before the training	up to 4h in total in April 2023
LIGHTS ON Launching Seminar	8-12 May 2023, Ostend, Belgium
Period for exchanges	minimum 7 days between 1 June and 31 October 2023
Online evaluation meeting	November 2023 (exact date TBC after the training)
Mentoring	from the moment of acceptance of the candidate as a LIGHTS ON participant until the participant's report is filed (at the end of November 2023)
Report and evaluation	before the end of November 2023

#### 1. Online preparatory meeting

This is a 2-hour technical introduction to the LIGHTS ON programme.

#### 2. Launching Seminar

The 5-day "fire-up" event takes place in Ostend, the largest city on the Belgian North Sea Coast. It is hosted by [De Grote Post](#), a local cultural organisation which is very committed to working for innovation with their community. It is the first opportunity for all participants and mentors to meet in person. The meeting offers different formats that seek to empower participants in their learning journey: experiential learning, self-directed learning, study visits, discussions, group and individual work, theory vs. practice, and democratic moderation. The core cultural management training is guided by experienced trainers. Additional study visits offer a look at the local context and at cultural activities in Ostend.

#### 3. Exchange Period

Each participant visits another participant's organisation for a minimum of 7 days (no maximum is indicated) and hosts a participant in his or her own organisation. The exchanges are designed in cooperation between the sending and hosting organisations and individual LIGHTS ON participants. They are based on a clear needs assessment and give the opportunity to gain competencies by visiting organisations, meeting stakeholders, taking part in local activities, taking part in evaluations, sharing experiments, etc.

The hosting organisation facilitates the learning process by preparing for the language challenge, providing local support, implementing the learning plan as agreed prior to the exchange and offering a quality learning experience.

The sending organisation facilitates the learning process by organising a thorough needs assessment, quality cooperation with the hosting organisation and careful preparation of the LIGHTS ON participant.

#### 4. ENCC Mentoring

LIGHTS ON is a self-designable process. Participants can choose to pursue certain learning paths or research areas over a longer period of time, according to their needs and time capacity. The LIGHTS ON trainers and the ENCC staff are available to support them. The

ENCC staff also keeps in touch with LIGHTS ON fellows via a dedicated Facebook group and informs them of other learning activities and events that could be of interest to them.

## 5. Report and Evaluation

The evaluation is a very important moment as LIGHTS ON participants are asked to submit reports to the ENCC and explain the impact of the programme on themselves and on their organisation. The report and media (photos, videos, articles, printed materials, social media products and others) gathered by each participant, as well as by the sending and hosting organisations, must be delivered to the ENCC office within one month after the exchange and no later than November 30th 2023.

## Obligations for selected participants/organisations

For LIGHTS ON participants:

1. Actively attend/accomplish all LIGHTS ON programme activities: preparatory meeting, launching seminar, exchange, mentoring, reporting and evaluation;
2. Deliver on time all necessary documents:
  - LIGHTS ON agreement,
  - exchange programme,
  - final report,
  - evaluation,
  - proof of implementation of obligations described in points 3 and 4 below;
3. Share the training results with colleagues from home through a workshop, staff meeting or other format;
4. Communicate on the website and social media of hosting organisation about participation in LIGHTS ON programme.

For hosting and sending organisations:

1. Sign an agreement with the partner centre and the ENCC before hosting/ sending a participant;
2. Take responsibility for the preparation, organisation and evaluation of a qualitative learning experience: accommodation, coaching, language support, activities etc.
3. For ENCC member organisations: Cover subsistence costs during the exchange period with a partner organisation (accommodation, catering, pocket money) except travel costs which will be covered by the ENCC.
4. For non-member organisations: Cover travel costs related to participation in seminar and subsistence costs during the exchange period with a partner organisation (accommodation, catering, pocket money). Travel related to the exchange will be covered by the ENCC.
5. Prepare & support the staff members sent and received;
6. Report about the experience to the ENCC;
7. Communicate about the experience to staff and partners;
8. Explore the possibilities of long-term collaboration with the partner organisation.

## Finances

Participants working in ENCC member organisations (including members of ENCC national networks) have access to the programme without any fee. Participants from outside the network should anticipate some costs for their organisation. Costs are managed as follows:

1. Participation in the Launching seminar:
  - for ENCC members: The ENCC covers all costs related to participation in the LIGHTS ON launching seminar (training, accommodation, catering, international and local transport).
  - for non-members: The ENCC covers some costs related to participation in the LIGHTS ON launching seminar (training, accommodation, catering, local transport). **International transport to and from the seminar must be covered by the participant's organisation.**
2. Participation in staff exchanges for both ENCC members and non-members: The ENCC contributes to the costs of travel for each exchange to a partner organisation under the condition that the dates for flights indicate a stay of at least 7 days (the first and last days of the stay can be dedicated to travel if needed).
3. The ENCC does not participate in subsistence costs during the exchanges. These are covered by the participant's organisation.

### Logistics management for Launching Seminar

Transport: Each participant's organisation makes arrangements for the participant's transport to and from the launching seminar and the exchange with partner organisation, and invoices the ENCC for transport costs (except for travel costs to seminar for non-member participants, which are covered by the participant's organisation). We invite participants to make a sustainable and environmentally-friendly choice when deciding how to reach their destination.

The ENCC reimburses flights, train, bus and public transport, and in exceptional cases, travel by car. The maximum amount for reimbursement (both ways) is 250€. Exceptional costs going beyond this amount (for instance because of geographical distance) can be discussed with the ENCC programme coordinator. Other transport costs, such as taxi expenses, are not eligible for reimbursement.

The ENCC will reimburse the amount upon reception of the invoice, ticket (and boarding pass if applicable).

Local transport in the city where the launching seminar takes place is organised and covered during the seminar by the ENCC.

The ENCC organises all accommodation and meals during the training and covers those costs.