


From: [REDACTED]
To: Elspeth Rogers
CC: [REDACTED]
Subject: FW: Common Purpose- TheKNOW information

Sent:02/11/2007 16:08:59

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 TheKNOW Brief Update Manchester.doc (136Kb)

[REDACTED]

From: [REDACTED]@commonpurpose.org.uk
Sent: 02 November 2007 13:49
To: [REDACTED]
Subject: Common Purpose- TheKNOW information

[REDACTED]

Common Purpose
Discovery House, 28-42 Banner Street
London EC1Y 8QE

[REDACTED]

www.commonpurpose.org.uk

Have you seen our website about how Common Purpose is developing better leaders at work and in civil society?

<http://www.commonpurpose.org>

CONFIDENTIALITY NOTICE: The information contained in this electronic message is intended ONLY for the confidential use of the above named recipient/s. If the reader of this message is not the intended recipient/s or person responsible for delivering it to the intended recipient/s, you are hereby notified that you have received this communication in error, and that any review, dissemination, distribution, copying or use of this communication or the information in it is strictly prohibited. If you have received this in error, please notify the sender immediately by electronic mail at the sender's address set forth above and destroy this electronic message. Thank you.

Common Purpose UK. Registered Office: Discovery House, 28-42 Banner Street, London, EC1Y 8QE, United Kingdom. Company Registered in England 3556983. Registered Charity No. 1023384

[REDACTED]
Elspeth Rogers

[REDACTED]
Independent Police Complaints Commission (IPCC) -
[REDACTED]

Dear Elspeth

Greater Manchester Common Purpose: TheKNOW 2007/08

I am delighted to advise you that your application to join the 2007/08 TheKNOW programme has been successful. Congratulations and welcome to Common Purpose.

Enclosed with this letter are some important forms for you to action or complete and return.

Invoice

This covers the fee for the programme + VAT. Please could you process the invoice through your finance system **now** as our terms for payment are **14 days**. Can you also advise us whether payment will be made by cheque or via BACS.

NOTE: Attendance on the programme is conditional on receipt in full of the programme fee prior to the start of the programme.

Joining Details Form

Please complete the enclosed form and return it to us with the following information by **Monday 12 November**:

- A Biography

A short paragraph of your life and career to date totalling no more than 300 words of which 100 should describe your current job (emailing it as a Word attachment would be useful). If you would like an idea of what to say about yourself then please contact me for an example of a biography.

- A Photograph

We would like a photograph of you to help in the group-building process. If you can email a jpeg file to us that would be very helpful – we would prefer not to have hard copy photos.

The Programme

You should already have the dates of the three mandatory programme dates in your calendar. However, I enclose a further copy and would be grateful if you could book these dates in your diary now. Please note that programme days commence with breakfast at 8.00am and conclude at 8.00pm following dinner.

I have also attached a copy of the Common Purpose Conventions for your information.

The Website

To complete the administration and to enable you to create your learning journey you will need to register on our website, www.commonpurpose.org.uk via the Graduate and Participants login panel on the right-hand side of our homepage. Click on the link 'Register?' and follow the instructions (you will need to log in using the email address you supplied on your application form). If you have any problems logging in please call me direct on the number above.

After you have logged in for the first time you will be sent a password. Once registered you will need to create your learning journey by selecting modules from the menu of options on the website.

We also need you to complete an online pre-programme assessment form. You will see a Red Alert box on the right hand side of your screen which indicates the assessment form is due. This is your link to the pre-assessment form. Please click on the link and complete the form. **It is important that you complete the form and also select your modules ahead of the first day as we will spend some time across the programme working on these.**

More information about day one, Plotting the Course, is available now on the website, please study the information carefully as it tells you further details about where to meet on Thursday 15 November.

It is essential that you familiarise yourself with the website as it will be the primary way that we will communicate with you between programme days. We will discuss this in more detail on day one.

Please let us know if you have any other requirements we need to be aware of on the programme and do not hesitate to contact either myself or [REDACTED] Regional Director, if you have any further queries.

Yours sincerely,

[REDACTED]

Joining Details Greater Manchester TheKNOW

PLEASE PRINT CLEARLY USING **BLACK** INK

Name	
Do you have any special dietary requirements?	Yes / No (delete as applicable)
If Yes , please give details	
<p>If you have a disability, or if you experience any difficulties with mobility or anything else that could inhibit your participation on the programme, please give us sufficient information and any proposals for reasonable adjustments you may require in order to participate in this Common Purpose programme. This information will be used to assist us in the administration of the programme. Please contact Common Purpose at enquiries@commonpurpose.org.uk if you have any queries.</p>	
Do you have any concerns, of any sort, at the start of the Common Purpose programme?	

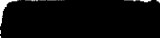
Actions

We would be grateful if you would provide the following information about yourself, which will be published in our programme information pack, to encourage participants to know a bit more about each other prior to the beginning of our work together.

- Please email us a biography of no more than 300 words, or enclose a copy with this form.
- Please enclose a jpeg photograph of yourself (a holiday snap is fine) with this form.

Deleted: _____





Please return this to: Common Purpose, c/o MANCAT, Openshaw Campus, Ashton Old Road,
Manchester M11 2WH

Email: @commonpurpose.org.uk

From: [REDACTED]
 To: Elspeth Rogers
 Subject: Common Purpose - TheKNOW

Sent: 07/11/2007 14:33:49

Attachments may contain viruses that are harmful to your computer. Attachments may not display correctly.

 TheKNOW-ModuleOverview.doc (100Kb)  TheKNOW-app-word[1].doc (67Kb)
 participants_equal_opportunities_form[1].doc (153Kb)  TheKNOW_brochure.pdf (176Kb)

Elspeth

It was lovely to speak with you this afternoon and I am delighted that you intend to submit an application form for our programme which commences next week. The first day of the programme is next Thursday, 15 November and so if I could ask you to ringfence this date in your diary now that would be very helpful.

I have attached an application form to this email for you, and ask that you complete this and return to me along with a biography (no more than 300 words) no later than the end of play on Friday. I will also require a photo in jpeg format if possible.

I have attached a document which outlines the modules included in the programme and ask that you take a look through this and note the 3 mandatory dates on the first sheet and mark these in your schedule now.

Please do let me know if you have any further questions or queries at this stage, you can also visit our website for further information at: <http://www.commonpurpose.org.uk/home/programmes/theknow.aspx> where you can also apply online.

I look forward to receiving the completed application form and welcoming you to the programme next week.

[REDACTED]

<<TheKNOW-ModuleOverview.doc >> <<TheKNOW-app-word[1].doc >> <<participants_equal_opportunities_form[1].doc >> <<TheKNOW_brochure.pdf >>

[REDACTED]

Common Purpose Greater Manchester
 c/o MANCAT,
 Openshaw Campus,
 Ashton Old Road,
 Manchester
 M11 2WH

[REDACTED]

Common Purpose gives leaders the inspiration, the knowledge and the connections they need to produce real change.

Greater Manchester TheKNOW

Programme commences: 15 November 2007

Closing date for applications: **There are only 4 weeks left to go before the programme starts - apply now to avoid disappointment.**

TheKNOW is Common Purpose's new programme for leaders from across Greater Manchester. It is based on almost 20 years experience of delivering our Matrix programme, but is specifically designed to appeal to leaders whose schedules make it impossible for them to commit to 10 fixed programme days a year.

Greater Manchester Profile Workshop

Wednesday 11 & Thursday 12 June 2008

Closing date for applications: **Friday 25 April 2008**

Profile provides a two-day briefing for leaders who want to be more effective in the areas where they operate. It is arguably the fastest way to get a behind-the-scenes view of a locality and is well suited to decision-makers who need a quick introduction (or update) to the important issues, people and institutions that make up the area.

Common Purpose Navigator North West 2008

Monday 7 - Friday 11 July 2008

TheKNOW application form

PLEASE PRINT CLEARLY USING BLACK INK

Applications can also be made online at www.commonpurpose.org.uk

Common Purpose will use the information you provide on this form to process and evaluate your application. This information may also be used for programme administration and for the purposes set out at the end of this form.

Programme applying for		
First name		
Surname		
Preferred name		
Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>

Organisation name	
Position	
Work address	
Tel	
Fax	
Mobile	
Email	

Home address	
Tel	
Fax	
Mobile	
Email	

Preferred contact address	Work <input type="checkbox"/>	Home <input type="checkbox"/>
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Who are we looking for?

We are looking for candidates who are leaders, ie, people who are able to influence change, in their organisations and/or in their area.

Applicants will be considered according to their:

- current responsibility as a leader
- likely contribution to the perspectives and dynamics of the group

Participants are selected by a local Common Purpose Advisory Group, consisting of leaders and decision makers in the area covered by the programme.

Reference

In order to be considered for a Common Purpose programme, you must submit the name of a referee. This would usually be someone at a senior level within your organisation, or if more appropriate could be someone who knows you outside your professional role who can support your application.

Name	
Position	
Organisation	
Tel	
Email	

The following information will be used by Common Purpose to determine whether you will be offered a place on the programme. Should you require more space, please continue on no more than one A4 sheet.

If you have a disability that requires us to make a reasonable adjustment to enable you to apply, please notify your nearest Common Purpose programme office.

1. Describe your current position and responsibility for making change happen. This may include roles within your organisation and/or any roles outside work eg, non-executive roles

2. Please briefly outline your career to date.

3. What leadership challenges are you likely to face in the future? How will this programme help?

Financial assistance

There are a few part-fees available for candidates who can demonstrate a clear need for financial assistance. To be considered, please document your need in a separate letter and submit it with this application.

Completing your application

I confirm that in signing this application I have read and understood the terms and conditions, and that I have the authority to agree them.

I understand that my attendance is required on each programme day and that I must complete a minimum of 60 hours to graduate from TheKNOW. I do not anticipate any problem attending any of the essential elements of the programme.

Participant's signature	
Date	
Please return your completed application and signed Equal Opportunities form to the following address:	
Common Purpose, <#Address> email: <Email> fax: <Fax>	

We value diversity on our programmes and positively encourage applications from all sections of the community.

Have you heard?

Common Purpose runs other programmes for leaders of all ages, backgrounds and sectors. One of the crucial roles of leaders is to spot and help develop future leaders. Perhaps someone you know would be interested in:

Common Purpose Navigator Common Purpose Navigator is a leadership programme for emerging, high-potential individuals who are tipped as people to watch in their organisations or as future leaders in their communities.

Profile Profile provides a two-day briefing for leaders who want to be more effective in the areas where they operate. Organisations can arrange a customised "package", tailored to their strategic areas of business.

20:20 20:20 brings together national leaders from across the UK. Held bi-annually, participants develop their strategic vision by sharpening their understanding of national and international issues.

Encourage them to find out more about Common Purpose's programmes by visiting www.commonpurpose.org.uk or contacting their local Common Purpose programme office.

Terms and conditions

These terms and conditions apply to all participants on a Common Purpose TheKNOW programme.

Attendance and programmes

- A place on the Common Purpose TheKNOW programme is subject to acceptance of the application by the Advisory Group, and is not transferable to another individual.
- A participant on a Common Purpose TheKNOW programme undertakes to attend for the full duration of the three mandatory programme days and the selected modules.
- If a participant, having started the programme, then withdraws from the programme for any reason, it is not guaranteed that the participant will be allowed by Common Purpose to resume attendance.
- Participants are required to attend the essential programme elements and a minimum of 60 hours to graduate from TheKNOW. Absenteeism may affect whether Common Purpose confers graduate status upon the participant.
- Common Purpose retains the right to change the advertised agenda for a Common Purpose TheKNOW programme day or event without notice to the participants.
- Common Purpose will make every effort to give participants reasonable notice in advance if the venue for a Common Purpose TheKNOW programme or event is changed.

Conduct during the programme

- When booking and paying for a Common Purpose programme day or event venue (including the accommodation), Common Purpose is acting as an agent on the participants' behalf. Participants will be subject to the terms and conditions of the venue.
- It is the participant's responsibility to ensure that while attending the Common Purpose TheKNOW programme and while on any third party premises he or she does not behave in an improper or disorderly manner or in a way which risks or causes damage to property, or in a way which is in breach of the terms and conditions of those premises.
- In the event of such improper behaviour, Common Purpose will have the right to require the participant to withdraw from the programme. In such circumstances, Common Purpose will be entitled to retain the programme fee.
- The participant will also be liable to indemnify Common Purpose for any expenses or other liability it incurs or suffers as a result of any such improper behaviour.
- All participants are expected to abide by the Common Purpose Conventions (see www.commonpurpose.org.uk).

Payment terms

- Attendance on a Common Purpose TheKNOW programme is conditional on receipt in full of the programme fee by Common Purpose prior to the start of the TheKNOW programme. (This condition also applies in the case of a part fee agreed for a participant who has demonstrated a clear need for financial assistance.)

- The person who has signed the application form, or returned the form via email or the internet, agrees to these terms and conditions, and has the authority to do so. In the event that he/she is not so authorised, he/she will be personally liable for payment of the agreed fee.

Cancellation and refunds

Notice of cancellation must be received in writing by post or by fax and is subject to the following terms:

- where notice of cancellation is received fewer than 30 days prior to the first day of the TheKNOW programme, the payer will be liable for 100% of the programme fee
- where notice of cancellation is received between 30 and 56 days prior to the first day of the TheKNOW programme, the payer will be liable for 50% of the programme fee
- where notice of cancellation is received more than 56 days prior to the first day of the TheKNOW programme, Common Purpose will make a full refund of the fee paid

No refund of fees will be made for absence due to illness or for withdrawal during the TheKNOW programme for any reason.

Data protection

Common Purpose is the data controller for the purposes of the Data Protection Act 1998. Please email info@commonpurpose.org.uk if you have any queries relating to the use of your data.

If accepted as a participant on a Common Purpose programme, you are agreeing that Common Purpose may use your data for the following purposes:

- we will use your contact details to send you information relating to the programme and to request feedback
- we may share the biography information you give us with members of the participant group, in briefing packs and on the participant area of the Common Purpose website. On graduation, this information will appear in the graduate area of the Common Purpose website.
- we may publish your name, job title, employer organisation and programme attended as part of our promotional materials.
- we may also use your contact details to send you information about other programmes and activities we offer. Please tick if you do not wish to receive such information:
- we may publish your contact details to the members of your participant group as part of the information distributed prior to the programme. To opt out, please tick here:
- we may publish your contact details including email address to graduates of Common Purpose worldwide and to members of the Common Purpose advisory groups in the Common Purpose graduate directory. To opt out, please tick here:

Except in connection with the activities described above or where required to do so by law, we will not disclose your data to third parties without your permission.

Common Purpose takes all reasonable precautions to prevent the loss, misuse or alteration of your data.



Participant's Equal Opportunities Form

PLEASE PRINT CLEARLY USING BLACK INK

This form is also available online at www.commonpurpose.org.uk.

Common Purpose monitors all applications in order that it can build an accurate picture of the make-up and diversity of those applying for and attending Common Purpose programmes. The information in this section is designed to assist in this monitoring. It does not form part of the selection process.

The information will be stored electronically and will be published as part of a statistical summary in an anonymous format. It would be helpful if you would complete all or part of the following in order that our statistical records may be maintained accurately. Please do not complete the following sections unless you agree to the processing of the information in the manner specified.

If you have a disability that requires us to make a reasonable adjustment to enable you to complete this form, please notify your nearest Common Purpose programme office.

Programme applying for	
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>

Ethnic origin

How would you describe your ethnic or cultural origin?		
Black British <input type="checkbox"/>	Indian <input type="checkbox"/>	White European/Other <input type="checkbox"/>
Black African <input type="checkbox"/>	Pakistani <input type="checkbox"/>	Chinese/Other Asian <input type="checkbox"/>
Black Caribbean <input type="checkbox"/>	Bangladeshi <input type="checkbox"/>	Mixed Racial Origin <input type="checkbox"/>
Black Other <input type="checkbox"/>	White British <input type="checkbox"/>	Other
Asian British <input type="checkbox"/>	Irish <input type="checkbox"/>	


Religion or belief

Catholic <input type="checkbox"/>	Protestant <input type="checkbox"/>	Jewish <input type="checkbox"/>
Buddhist <input type="checkbox"/>	Hindu <input type="checkbox"/>	Sikh <input type="checkbox"/>
Muslim <input type="checkbox"/>	No religion <input type="checkbox"/>	Not stated <input type="checkbox"/>
Other (please specify)		

Sexual orientation:

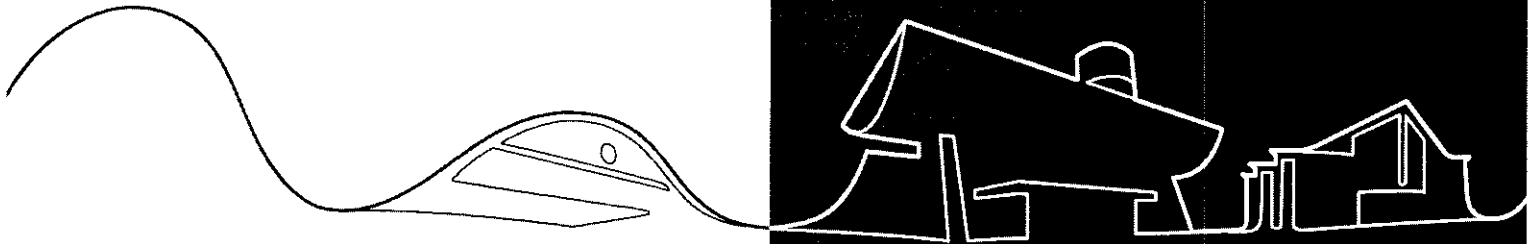
I would describe my sexuality as:		
Bisexual <input type="checkbox"/>	Heterosexual <input type="checkbox"/>	I would prefer not to say <input type="checkbox"/>
Gay <input type="checkbox"/>	Lesbian <input type="checkbox"/>	Other: (please specify)

Disability

<p>Do you have a disability as defined by the Disability Discrimination Act 1995 (DDA)?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>The definition of a disability under the DDA is "a physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities."</p>

Please return your completed equal opportunities form to the following address:

post: email: fax:



Introducing
TheKNOW

TheKNOW is
Common Purpose's
new programme for
Manchester's leaders.

Based on almost
20 years' experience of
delivering our Matrix
programme, TheKNOW
is specifically designed
to appeal to leaders
whose schedules make
it impossible for them
to commit to 10 fixed
programme days a year.

"Common Purpose programmes
are challenging and stimulating -
they provide our leaders with the
knowledge, insight and connections
to make better decisions."

Mike Farrar, Chief Executive, NHS NW

"The Common Purpose programme is
a brilliant experience, but entire days
away from the office can be difficult
to arrange. It's fantastic to be able to
personalise the programme around
our schedules."

Tom Higgins, Director, Laing O'Rourke North

commonpurpose 

How does TheKNOW work?

Instead of ten fixed days a year, TheKNOW participants commit to just three days on which they will all work together.

For the rest of the programme, each participant can choose from a wide range of flexible learning modules, all created and run by Common Purpose staff, to make up a minimum of 60 hours (maximum of 90 hours).

This level of tailoring and customisation is completely new and has been developed in response to feedback from a variety of participants and organisations seeking to take advantage of the unique leadership development which Common Purpose offers, but with maximum flexibility.

"TheKNOW is an exciting proposition because it makes Common Purpose's unique leadership development programmes so much more widely accessible." Jane Luca, Head of Regional Affairs, ITV

TheKNOW: in practice

This programme will bring together a richly diverse group to work with and learn from each other, utilising the same proven leadership development techniques that Common Purpose has developed over nearly 20 years. Participants will:

- get out into the Manchester community to investigate real-life problems at first hand
- visit small businesses, multinational corporations, prisons, hospitals and housing developments to find inspiration and know-how outside their usual experience
- tackle live issues together, with people who carry real life responsibility for them
- trade leadership experiences and strategies with leaders from an unusually wide variety of different fields.

The entire group of participants will interact on the first, middle and last days of the programme. And in between there are numerous opportunities for them to work in smaller, specially crafted learning groups, at times and in ways that suit the participants' schedules.

Who will benefit from TheKNOW?

TheKNOW is for Manchester leaders who:

- feel they are getting too specialised
 - are taking on new responsibilities for which they need to have a broader perspective
 - need to work more effectively with people from diverse backgrounds and different sectors
 - want to develop new and more challenging networks
 - need to know more about the city and how it really works.
-

What will participants learn?

On this highly personalised and flexible programme, participants will:

- understand how Manchester works (the role of the different sectors, the levers of power, the drivers of future change)
- build a network of relationships with senior leaders and key figures locally
- practise building collaborative relationships across diverse networks
- develop their capacity to lead the whole as well as one or more parts
- become more adept at spotting opportunities and threats
- practise leading in different contexts
- build their capacity to lead change.

On graduating from TheKNOW, participants will join the 20,000-strong network of Common Purpose graduates across the UK.

To find out more, visit

www.commonpurpose.org.uk/TheKNOW

The Common Purpose effect

20,000 people across the UK are leading more effectively, especially beyond their authority, as a result of Common Purpose

75% say the Common Purpose network is important or very important to their success

62% say Common Purpose accelerated their career advancement

66% said they were more competent engaging with difference

95% said Common Purpose was definitely a good investment of time

90% said they had already recommended Common Purpose to a friend.

“There comes a point in every career when people need to be able to have an impact beyond their immediate circle. As effective professionals, they need to be able to operate beyond their usual authority if they are to achieve change, both in their own organisations and in society at large.”

Julia Middleton, founder and Chief Executive, Common Purpose UK

Past Manchester programme participants include:

Director of Business Development, Places for People Group
Registrar, Manchester Metropolitan University
Chief Executive, Manchester Knowledge Capital
Dean, Manchester Cathedral
Managing Director, John Lewis Partnership Ltd
Director of International Development, University of Manchester
Deputy Chief Constable, Greater Manchester Police
Head of Communications, ScottishPower
Managing Director, Bramhall Construction Ltd
Regional Communications Manager, McDonald's

Past speakers on Manchester programmes include:

Evelyn Asante-Mensah, Chair, Manchester Primary Care Trust
Keith Barnes, Regional Director, Government Office for the North West
Sir Howard Bernstein, Chief Executive, Manchester City Council
Steven Broomhead, Chief Executive, Northwest Development Agency
Professor Mark Ferguson, Chief Executive Officer, Renovo
Sir Martin Harris, Chancellor, University of Salford
Rt Rev Stephen Lowe, Bishop of Hulme, Church of England
Chris Mayer, Regional Director, Court Service
Gordon McKinnon, Director of Operations, The Trafford Centre
Fay Selvan, Chief Executive, The Big Life Company
Will Spinks, Head of UK Business Services & Site General Manager, AstraZeneca UK Ltd

Applying for TheKNOW

Please complete an application and equal opportunities form online at www.commonpurpose.org.uk
Choose 'Our Programmes', 'Apply online', 'TheKNOW programme'.

We are unable to accept more than five applications from any one organisation.

The fee is £4,225 + VAT.

For more information, contact Regional Director
[REDACTED]

commonpurpose

From: [REDACTED]
To: Elspeth Rogers
Subject: Common Purpose...TheKNOW

Sent:09/11/2007 11:03:42

Attachments may contain viruses that are harmful to your computer. Attachments may not display correctly.

[Word icon] elspethrogers.doc (33Kb) [Word icon] joining-details[1].doc (36Kb)

Elspeth

I am pleased to let you know that your application for the programme has been approved - congratulations. Please find attached a copy of the confirmation letter which i have put in the post to you this afternoon. You will notice that i am asking for you to send a couple of things back to me in advance of the programme and i would be grateful if you could action this as soon as possible.

Please do let me know if you need anything further at this stage.

[REDACTED]

< <elspethrogers.doc > > < <joining-details[1].doc > >

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT,
Openshaw Campus,
Ashton Old Road,
Manchester
M11 2WH

[REDACTED]

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Greater Manchester Profile Workshop

Wednesday 11 & Thursday 12 June 2008

Closing date for applications: **Friday 25 April 2008**

Profile provides a two-day briefing for leaders who want to be more effective in the areas where they operate. It is arguably the fastest way to get a behind-the-scenes view of a locality and is well suited to decision-makers who need a quick introduction (or update) to the important issues, people and institutions that make up the area.

Common Purpose Navigator North West 2008

Monday 7 - Friday 11 July 2008

5 day residential

Closing date for applications: **Friday 30 May 2008**

Common Purpose Navigator is Common Purpose 's leadership programme for the rising generation of high-potential individuals, tipped as "people to watch " in their organisations or as leaders in communities.

Have you seen our website about how Common Purpose is developing better leaders at work and in civil society?

<http://www.commonpurpose.org>

CONFIDENTIALITY NOTICE: The information contained in this electronic message is intended

From: [REDACTED]@commonpurpose.org.uk

Sent: 13/11/2007 12:08:15

To: Elspeth Rogers

Subject: Common Purpose - TheKNOW

Dear Elspeth

I hope you are well and looking forward to the programme which starts on Thursday when we will be based at Gorton Monastery, 89 Gorton Lane, Manchester M12 5WF (<http://www.gortonmonastery.co.uk/map.html>). I just wanted to touch base with you ahead of then to remind you of a couple of things.

It is vital for your participation in the programme for you to have selected your learning journey before it begins - your choices will need to be made by 12.00pm Wednesday 14 November.

You should by now have logged onto the website to download the essential information about day one and to also complete your online pre-programme assessment form. If you haven't already done so please do take a couple of minutes to log on now, as there is some important information listed which you will need to consider ahead of the programme.

If you have already created your learning journey, please ignore this email. If you have not done so, you'll need to register on the Common Purpose website. Please follow the instructions below:

- ? Log onto our Common Purpose website www.commonpurpose.org.uk
- ? In the bottom right hand corner under 'Graduates and Participants' click on Register
- ? You will be asked to type in your email (please use the email you supplied on your application form).
- ? Once you have done so you will receive a password from us.

Once registered, create your learning journey by selecting modules from the menu of options on TheKNOW website. Instructions on how to do so are set out below:

- ? Log onto TheKNOW website theknow.commonpurpose.org.uk/home.aspx
- ? Enter your email address and the password you received from us (you will have an opportunity to change this later)
- ? Please complete the pre-programme assessment form
- ? Begin selecting your modules by clicking on the 'Booking' tab and following the instructions


And Finally, if you have any queries, please telephone us on the number below. There is no other "homework"; just log onto the website, download the essential information and select your modules. We are certain that you will enjoy the programme and we look forward to welcoming you to Gorton Monastery on Thursday 15 November at 8.15am.

[REDACTED]

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT
Openshaw Campus
Ashton Old Road
Manchester

M11 2WH



Greater Manchester TheKNOW

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Closing date for applications: Friday 28 September 2007

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This email was received from the INTERNET and scanned by the Government Secure Intranet Anti-Virus service supplied by Cable&Wireless in partnership with MessageLabs. (CCTM Certificate Number 2006/04/0007.) In case of problems, please call your organisation's IT Helpdesk.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

From: [REDACTED]@commonpurpose.org.uk
To: Elspeth Rogers
Subject: Common Purpose

Sent:20/11/2007 12:14:31

Attachments may contain viruses that are harmful to your computer. Attachments may not display correctly.

 Participant List-Nov 2007.doc (74Kb)

Dear friends

Just a short note to thank you for coming along to the Plotting the Course Programme Day last week. We really enjoyed meeting you and working with you, and we are all very much looking forward to the rest of the programme and building on the good foundations that we established on the first day.

I hope that you will now have had a chance to think about and make your selection of the options for the programme and please do let us know if you need any help with this.

Just a reminder about the Marketplace opportunities that participants can offer each other. If you have one of these to offer - a visit, an opportunity to work shadow or any new experience which others might be interested in - these should be posted via the website where they will be available for all to see. We will also send out your first practice very shortly - so watch out for this arriving in your inbox.

We have also attached an updated participant list to this email for you.

Please do let us know if you have any further questions or queries at this stage and we do hope that you enjoy the rest of the programme.

With kind regards

[REDACTED]

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT,
Openshaw Campus,
Ashton Old Road,
Manchester
M11 2WH

[REDACTED]

Common Purpose gives leaders the inspiration, the knowledge and the connections they need to produce real change.

Greater Manchester TheKNOW
Programme commences: November 2008
Closing date for applications: July 2008

TheKNOW is Common Purpose's new programme for leaders from across Greater Manchester. It is

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Greater Manchester Profile Workshop

Wednesday 11 & Thursday 12 June 2008

Closing date for applications: Friday 25 April 2008

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Common Purpose Navigator North West 2008

Monday 7 - Friday 11 July 2008

5 day residential

Closing date for applications: Friday 30 May 2008

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<http://www.commonpurpose.org>

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From: [REDACTED]@commonpurpose.org.uk Sent:23/11/2007 09:32:56
To: Elspeth Rogers
Subject: Common Purpose - TheKNOW, Sources of Power

Attachments may contain viruses that are harmful to your computer. Attachments may not display correctly.

 draftagenda.doc (27Kb)

Dear Elspeth

I hope you are well and looking forward to your first module of TheKNOW, Sources of Power on Wednesday 28 November 2007 8.00 - 12.30pm.

Due to unforeseen circumstances we have had a problem with the original venue and we are working on the venue details at the moment. I have however attached the agenda for the day and I will be in contact with you either late today or early Monday with the venue details.

I look forward to seeing you on Wednesday.

[REDACTED]
[REDACTED]

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28 November

Sources of Power

Gun Crime & Gang Culture

8.00 – 8.30

Arrival and refreshments

8.30 – 8.45

Introduction

8.45 – 9.45

The challenge – an overview of the issues

Introducing the Challenge:

What it is, the background, facts and figures, the major stakeholders

- [REDACTED]
- [REDACTED]
- [REDACTED]

9.45 – 10.00

Refreshments

10.00 – 11.45

Meet the stakeholders

Visits with a range of stakeholders to understand their role and power

- **Carisma**
- **Stop Search Group**
- **Street Pastors**

11.45 – 12.30

How far did we get?

What have we learned about sources of power?

12.30

Close

From: [REDACTED]@commonpurpose.org.uk Sent:26/11/2007 13:02:43
To: Elspeth Rogers
Subject: Common Purpose - TheKNOW Sources of Power

Dear Elspeth

Greater Manchester TheKNOW, Sources of Power, Wednesday 28 November 2007.

Please note that the Essential Information pack including details of our forthcoming programme day is now published on the internet - www.commonpurpose.org.uk. You will find you will get more out of the sessions if you have made an effort to read the pack and take a look at some of the suggested websites before the day itself.

The administrative details for the day are as follows:

VENUE

DIRECTIONS & PARKING

See the map attached within the pack - please contact me direct should you have any problems with these.

There is plenty of parking on site.

ATTENDANCE

If you are unable to attend all or part of the day please let me know as soon as possible. Please remember that we start at 8.00am and run through until 12.30pm.

VISITS

You will see from the agenda that you will be going off site for external visits on the day. Details and directions will be made available on the day. The visit is in walking distance from the West Indian Sports & Social Club.

HOMEWORK

Please read through your essential information pack and in there you will find background reading and useful weblinks.

We look forward to seeing you on Wednesday 28 November, please do let me know if you have any difficulties accessing the pack or any of the information contained within it.

[REDACTED]

[REDACTED]

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT
Openshaw Campus
Ashton Old Road
Manchester

M11 2WH



Greater Manchester TheKNOW

Programme commences: 15 November 2007

Closing date for applications: Friday 28 September 2007

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Monday 7 - Friday 11 July 2008

5 day residential

Closing date for applications: Friday 30 May 2008

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From: [REDACTED]
To: Elspeth Rogers
Subject: Common Purpose - Tuesday 4 December

Sent:30/11/2007 10:32:38

Dear Elspeth
I am looking forward to seeing you at the 'Who do you need to be' module next Tuesday, 4 December, 8.00am - 10.00am. The essential information is now available online for you to download and please do spend some time ahead of the day reading through this.

Please note that the [REDACTED] does not open officially until 8.30am and so on arrival that morning please can I ask that you use the Disabled Access door which is located just off the carpark.

Please do let me know if you have any questions in advance of the day. I look forward to seeing you then.

[REDACTED]
[REDACTED]

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M11 2WH

[REDACTED]

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From: [REDACTED]@commonpurpose.org.uk Sent: 13/12/2007 13:59:52
To: Elspeth Rogers
Subject: Common Purpose - International Quest 30 January 2008

Attachments may contain viruses that are harmful to your computer. Attachments may not display correctly.

 Flightshotels_Amsterdam.doc (30Kb)  ATT6735409.txt (1Kb)

Dear all

I am pleased to be able to provide you with some more information about the upcoming TheKNOW International Quest day for which you have signed up. As you may be aware, Quests are optional elements of TheKNOW programme that allow you to step outside your current location and spend a day immersed in the economic, political and social context of another city. Each Quest day is designed to provide:

- an opportunity to find out how leaders in other locations are dealing with their challenges
- new insights into the issues and challenges that you face as leaders in Manchester.

We are delighted to be joining up for the day with the current TheKNOW participant group taking part in the London programme. This will give you the opportunity to broaden networks both in the UK and internationally.

Amsterdam - Wednesday 30 January 2008

- Topic: "Learning to live and living to learn" - experiencing education in Amsterdam
- How does the education system work in Holland, and in Amsterdam in particular?
 - What issues do Amsterdam's schools face around inclusion and diversity?
 - Is Higher Education still an ivory tower?
 - How does this compare to the way that London and Manchester deal with similar issues?

Travel and accommodation details

We will be based for the day in and around Amsterdam City Centre (venue tbc). Please find suggested flight and accommodation information in the attached document.

Please note: There are no flights departing from Manchester on the morning of 30 January that will arrive in Amsterdam in time for the start of the Quest day (the day will start at 9 am local time in order to make the most of the time that we have in the city). As such, you will need to travel out on the night of 29 January.

We will be holding an optional dinner (paid for by Common Purpose) on the evening of 29 January with supporters and graduates from the Common Purpose Amsterdam programme for those who wish to attend. The dinner will begin with drinks from 7.45-8pm and the meal will be from approximately 9pm.

Your action

Please confirm that you intend to take up your place on the Quest by replying to this email by Friday 14 December 2007.

We suggest that you book your flights and hotels as soon as possible to take advantage of the rates currently being offered. Once you have done so, please get in touch to let me know the details. I would also be grateful if you could confirm whether or not you are intending to join us for dinner.

We will be in touch in January with more details about the Quest day itself, including agendas and a confirmed participant list. Please do not hesitate to contact me should you require any further information.

[REDACTED]
[REDACTED]

Please note:

- All costs for travel to and from Quest days (both UK and International) and any accommodation required will be borne by participants. These costs are in addition to programme fees (all travel, food and materials costs during the programme day itself will be covered by Common Purpose).
- There may be some additional extended travel time on a Quest day
- Participants are required to arrange their own travel insurance

[REDACTED]

Common Purpose Greater Manchester
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Manchester
M11 2WH

[REDACTED]

Greater Manchester TheKNOW

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Closing date for applications: Friday 28 September 2007

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Monday 7 - Friday 11 July 2008

5 day residential

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Common Purpose TheKNOW Manchester Amsterdam Quest – 30 January 2008

Flight information

Below are suggested flights and guideline prices (as of 11/12/07). Please book the flights that are most suitable for you.

If you are intending to join us for the meal on the night of 29 January, you are strongly recommended to arrive in Amsterdam by 20.00.

Please note

- The flights listed below are suggestions only, and there may be alternative flights available with different carriers.
- There are no available flights on the morning of the 30 January. You will be required to stay over night of the 29 January.
- There may be flight + hotel deals available with trip planning websites such as Expedia.co.uk or Opodo.co.uk.
- Arrival/departure times are local times.

Jet2

From Leeds Bradford:

Outbound: LS205 - departs Leeds Bradford 29 January, 18.00, arrives Amsterdam 20.15

Return: LS206 – departs Amsterdam 30 January, 20.45, arrives Leeds Bradford 21.00

Cost (including taxes): £44 approx

Easyjet

From Liverpool:

Outbound: EZ 7005 – departs Liverpool 29 January, 15.15, arrives Amsterdam 17.35

Return: EZ 7002 – departs Amsterdam 31 January, 09.00, arrives Liverpool 09.20 –Cost

(including taxes): £38

British Airways

From Manchester:

This is not a direct flight and goes via Gatwick

Outbound: BA 2907 – departs 29 January, Manchester 14.15, arrives Amsterdam 18.15

Return: BA 8118 – departs Amsterdam 30 January, 18.50, arrives Manchester 21.20

Cost (including taxes): £140 approx

KLM

From Manchester:

Outbound: KL1088 – departs 29 January, Manchester 16.45, arrives Amsterdam 19.10

Return: KL1097 – departs 30 January, Amsterdam 21.05 arrives Manchester 21.25

Cost (including taxes): £347approx

From Leeds Bradford:

Outbound: KL1550 – departs Leeds 29 January, 16.50, arrives Amsterdam 19.15

Return: KL1543 – departs Amsterdam 30 January, 21.05 arrives Leeds 21.20

Cost (including taxes): £152 approx

From: [REDACTED]@commonpurpose.org.uk
To: Elspeth Rogers
Subject: Common Purpose - Thursday 17 January

Sent:09/01/2008 17:06:37

Dear All

Greater Manchester TheKNOW, Master the Money, Thursday 17 January.

Please note that the Essential Information pack including details of our forthcoming programme day is now published on the internet -<http://theknow.commonpurpose.org.uk>. You will find you will get more out of the sessions if you have made an effort to read the pack and take a look at some of the suggested websites before the day itself.

The administrative details for the day are as follows:

VENUE

[REDACTED]

DIRECTIONS & PARKING

See the map attached within the pack - please contact me direct should you have any problems with these.

ATTENDANCE

If you are unable to attend all or part of the day please let me know as soon as possible. Please remember that we start at 8.00am and run through until 12.30pm.

HOMEWORK

Please read through your essential information pack and in there you will find background reading and useful weblinks.

We look forward to seeing you on Thursday 17 January, please do let me know if you have any difficulties accessing the pack or any of the information contained within it.

Best wishes

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT
Openshaw Campus
Ashton Old Road
Manchester
M11 2WH

[REDACTED]

Greater Manchester TheKNOW

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From: [REDACTED]@commonpurpose.org.uk
To: Elspeth Rogers
Subject: Common Purpose - Thursday 7 February Boardening your vision

Sent:01/02/2008 12:05:53

Dear Elspeth

The time has now fast approached when we have reached our midway point for TheKNOW 'Boardening your vision' Thursday 7 February. The essential information pack will be posted on the website next week.

The venue has now been confirmed as the [REDACTED] The venue is located next to [REDACTED]

Map:

[http://www.streetmap.co.uk/newmap.srf?
x=383188&y=397553&z=0&sv=M3+4LZ&st=2&pc=M3+4LZ&mapp=newmap.srf&searchp=newsearch.srf](http://www.streetmap.co.uk/newmap.srf?x=383188&y=397553&z=0&sv=M3+4LZ&st=2&pc=M3+4LZ&mapp=newmap.srf&searchp=newsearch.srf)

There is a car park, which offers all day parking £4.90.

The day will start at 8.15am for breakfast and the day will finish at 6.30pm. Don't forget that this day is compulsory for all to attend. If you cannot attend please let me know as soon as possible as your hours will need to be made up else where.

I will be in touch shortly with more information on the day but in the mean time if you have any questions please let me know.

I look forward to seeing you all next Thursday!

[REDACTED]

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT
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Ashton Old Road
Manchester
M11 2WH

[REDACTED]

Greater Manchester TheKNOW

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5 day residential

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From: [REDACTED]@commonpurpose.org.uk
To: Elspeth Rogers
Subject: Common Purpose - Broadening your vision

Sent: 05/02/2008 17:34:13

Dear All

Greater Manchester TheKNOW, Broadening your vision, Thursday 7 February.

Please note that the Essential Information pack including details of our forthcoming programme day is now published on the internet -<http://theknow.commonpurpose.org.uk>. You will find you will get more out of the sessions if you have made an effort to read the pack and take a look at some of the suggested websites before the day itself.

The administrative details for the day are as follows:

VENUE

DIRECTIONS & PARKING

See the map attached within the pack - please contact me direct should you have any problems with these.

ATTENDANCE

If you are unable to attend all or part of the day please let me know as soon as possible. Please remember that we start at 18.00pm and run through until 20.00pm.

HOMEWORK

Please read through your essential information pack and in there you will find background reading and useful weblinks.

Please note that the Reframing Problems section will not be available on the day. If you wish to bring your essential information pack with you please print the pack off.

We look forward to seeing you on Thursday 7 February, please do let me know if you have any difficulties accessing the pack or any of the information contained within it.

Best wishes

[REDACTED]
[REDACTED]
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From: [REDACTED]@commonpurpose.org.uk
To: Elspeth Rogers
Subject: Common Purpose - Broadening your vision

Sent:06/02/2008 09:04:10

1

Dear All

As you will note from my previous email there was a slight mistake with the timings. Please find attached amended email.

Greater Manchester TheKNOW, Broadening your vision, Thursday 7 February.

Please note that the Essential Information pack including details of our forthcoming programme day is now published on the internet -<http://theknow.commonpurpose.org.uk>. You will find you will get more out of the sessions if you have made an effort to read the pack and take a look at some of the suggested websites before the day itself.

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[REDACTED]

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From: [REDACTED]@commonpurpose.org.uk
To: Elspeth Rogers
Subject: Common Purpose - Participant contact details

Sent: 12/02/2008 17:06:42

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 Participant email addresses.xls (25Kb)

Dear Elspeth

I hope you are well and enjoyed the midway point of TheKNOW last Thursday. How time flies!

If you remember I had a request to send out the contact details of participants on TheKNOW. I have attached a list of email addresses for all the participants.

I hope this will be of use and I look forward to seeing you on your next module.

[REDACTED]

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT
Openshaw Campus
Ashton Old Road
Manchester
M11 2WH

[REDACTED]

Greater Manchester TheKNOW

Programme commences: 15 November 2007

Closing date for applications: Friday 28 September 2007

TheKNOW is Common Purpose's new programme for leaders from across Greater Manchester. It is based on almost 20 years experience of delivering our Matrix programme, but is specifically designed to appeal to leaders whose schedules make it impossible for them to commit to 10 fixed programme days a year.

Greater Manchester Profile Workshop

Wednesday 11 & Thursday 12 June 2008

Closing date for applications: Friday 25 April 2008

Profile provides a two-day briefing for leaders who want to be more effective in the areas where they operate. It is arguably the fastest way to get a behind-the-scenes view of a locality and is well suited to decision-makers who need a quick introduction (or update) to the important issues, people and institutions that make up the area.

Common Purpose Navigator North West 2008

Monday 7 - Friday 11 July 2008

5 day residential

From: [REDACTED]@commonpurpose.org.uk Sent:20/02/2008 15:45:06
To: Elspeth Rogers
Subject: Common Purpose - Meet the People Essential Information

Dear Elspeth

Greater Manchester TheKNOW, Meet the People, 26 February 2008.

Please note that the Essential Information pack including details of our forthcoming programme day is now published on the internet -<http://theknow.commonpurpose.org.uk>. You will find you will get more out of the sessions if you have made an effort to read the pack and take a look at some of the suggested websites before the day itself.

The administrative details for the day are as follows:

VENUE

[REDACTED]

DIRECTIONS & PARKING

See the map attached within the pack - please contact me direct should you have any problems with these.

ATTENDANCE

If you are unable to attend all or part of the day please let me know as soon as possible. Please remember that we start at 8.00am and run through until 12.30pm.

HOMEWORK

Please read through your essential information pack and in there you will find background reading and useful weblinks.

We look forward to seeing you on Tuesday 26 February, please do let me know if you have any difficulties accessing the pack or any of the information contained within it.

[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT
Openshaw Campus
Ashton Old Road
Manchester
M11 2WH

[REDACTED]

Greater Manchester TheKNOW
Programme commences: 15 November 2007
Closing date for applications: Friday 28 September 2007

From: [REDACTED]@commonpurpose.org.uk Sent:21/02/2008 15:49:18
To: Elspeth Rogers
Subject: Common Purpose : Meet The People Session, Tuesday 26 February

Dear Elspeth,

Please note a change of car park venue for the Meet the People session being held at [REDACTED] on Tuesday 26 February.

Instead of using the [REDACTED] as stated in the briefing pack, we have now been advised that you should use the car park behind the [REDACTED]. If you drive down [REDACTED] and turn right at the roundabout, you will come to a barrier where you can be directed to the car park by a security man.

Hope you all manage to find your way OK.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Common Purpose Greater Manchester
c/o MANCAT
Openshaw Campus
Ashton Old Road
Manchester
M11 2WH

Greater Manchester TheKNOW
Programme commences: 15 November 2007
Closing date for applications: Friday 28 September 2007
TheKNOW is Common Purpose's new programme for leaders from across Greater Manchester. It is based on almost 20 years experience of delivering our Matrix programme, but is specifically designed to appeal to leaders whose schedules make it impossible for them to commit to 10 fixed programme days a year.

Greater Manchester Profile Workshop
Wednesday 11 & Thursday 12 June 2008
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Common Purpose Navigator North West 2008
Monday 7 - Friday 11 July 2008
5 day residential
Closing date for applications: Friday 30 May 2008
Common Purpose Navigator is Common Purpose's leadership programme for the rising generation

From: [REDACTED]@commonpurpose.org.uk Sent: 11/04/2008 13:52:10
 To: Elspeth Rogers
 Subject: Common Purpose - TheKNOW Quest - 15 May 2008

Attachments may contain viruses that are harmful to your computer. Attachments may not display correctly.

 Trains&Hotels_London.doc (34Kb)

Dear Elspeth

I am pleased to be able to provide you with information about the upcoming TheKNOW UK Quest day. As you may be aware, Quests are optional elements of TheKNOW programme that allow you to step outside your current location and spend a day immersed in the economic, political and social context of another city. Each Quest day is designed to provide:

- an opportunity to find out how leaders in other locations are dealing with their challenges
- new insights into the issues and challenges being faced by Manchester's leaders.

When and Where and Theme

London - Thursday 15th May 2008 - Will the 2012 Olympic Games be as important in the regeneration of East London as the Commonwealth Games were to Manchester?

Topics:

- Progress on the development so far
- Plans for regeneration impact in East London
- What challenges and opportunities do the next 4 years hold for the city?
- And beyond - what will the Legacy of 2012 be?
- So what for Manchester?

There will also be an opportunity, at the end of the day, to meet and network with participants from London's TheKNOW programme that starts in May.

Travel and accommodation details

We will be based for the first part of the day in and around Canary Wharf, starting at 9.30 am and finishing in a central location no later than 6.30 pm.

We suggest that in order to arrive on time the latest train you would need to catch from Manchester Piccadilly would be the 6.35 am. Alternatively you may wish to stay overnight the night before - please see the information attached. There will be an optional dinner from 8pm on 14 May in the Canary Wharf area with graduates and supporters of Common Purpose in London.

Your action

Please confirm that you intend to take up a place on the Quest (and if applicable, the meal on 14 May) by replying to this email as soon as possible.

We suggest that you book your trains (and hotels if applicable) as soon as possible. Once you have done so, please get in touch to let me know the details.

We will be in touch in due course with more details about the Quest day itself, including agendas and a confirmed participant list. Please do not hesitate to contact me should you require any further information.



Please note:

- All costs for travel to and from Quest days and any accommodation required will be borne by participants. These costs are in addition to programme fees (all travel, food and materials costs during the programme day itself will be covered by Common Purpose).
- There may be some additional extended travel time on a Quest day
- Participants are required to arrange their own travel insurance if needed

Have you seen our website about how Common Purpose is developing better leaders at work and in civil society?

<http://www.commonpurpose.org>

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Common Purpose TheKNOW

Quest to London – Thursday 15 May 2008

Travel information

Return travel to London is currently available at approximately £75-90. In order to take advantage of this fare, you will need to book your tickets as far in advance as possible and select two single tickets to obtain the maximum discount. Tickets can be booked from [Virgin Trains](#) or www.thetrainline.com.

If you are travelling up the night before with the intention of joining us for dinner, you will need to arrive in London by approximately 19.15 – the meal will be from 20.00 in East London.

If you are travelling up on 15 May, we suggest that the latest train you take could be the 06.35 train departing from Manchester Piccadilly (arriving at London Euston at 09.01). You will need to travel from Euston to Canary Wharf station (take the Northern Line to Bank for the DLR or London Bridge for the Jubilee Line) so you may want to include a Travelcard (zones 1-2) in your ticket unless you already own an Oyster Card.

The day will finish at 6.30pm in Central London (close to Bank and Moorgate stations), which will leave sufficient time for you to catch the 19.35 train from London Euston back to Manchester (arriving 21.54)

Hotel information

If you are planning to travel the night before or to stay in London on the night of the Quest itself, the following hotels are based near the Canary Wharf venue and offer reasonable accommodation (note that some of these hotels are a short bus or tube journey away). Please click on the hotel name to view the details and book.

Please note: The hotels listed below are suggestions only, and there are alternative (and cheaper) hotels available throughout the city (Canary Wharf is easily reached by tube using the Jubilee and DLR lines). Prices are as of 11 April 2008.

- [Britannia International Hotel](#), Marsh Wall, Canary Wharf, London E14 9SJ – £145 approx
- [Holiday Inn Express](#), 1 Silvertown Way, London E16 1EA - £108 approx
- [Travelodge](#), Coriander Avenue, Off East India Dock Road, London E14 2AA - £70 approx
- [Crown Plaza Docklands](#), Excel Conf Ctr Western Gateway, London E16 1AL - £153 approx

From: [REDACTED] Sent: 26/06/2008 15:14:07
To: Elspeth Rogers
Subject: Common Purpose

Attachments may contain viruses that are harmful to your computer. Attachments may not display correctly.

ATT377132.txt (1Kb) TheKNOW-ModuleOverview2008-09.doc (109Kb)
PowerDynamicUKAgendaApril2008_external.doc (44Kb)

Dear Elspeth

I hope you are keeping well and looking forward to the summer?

I just wanted to touch base with you about a couple of programmes that we are running in the Autumn as I thought that these might be of interest to you or someone within your networks.

Firstly, Common Purpose Power Dynamic I feel would be an ideal programme for you personally. Power Dynamic provides a fascinating exploration of the power inter-relationships between politics, business and media along with an opportunity to consider the "toolkit" necessary for influencing at national or international levels. The next programme is due to take place on Thursday 23 October. Power Dynamic, is a one day event based in London which is specially designed to equip leaders with a better understanding of how power works nationally or internationally. The fee for the programme is £585 + VAT and applications can be submitted online via:

<http://www.commonpurpose.org.uk/home/programmes/applications3/type/powerdynamic.aspx>

I have attached a copy of the agenda from the April programme to this email for you so that you can see the range of elements covered.

Secondly, the next TheKNOW programme is due to commence in October (Tuesday 21), and as you know TheKNOW is specifically designed to appeal to leaders whose schedules make it impossible for them to commit to 10 fixed programme days a year. Participants will choose from a range of events to create their own personalised programme that meets their leadership goals, and fits their busy schedule.

Do you know of anyone within your organisation or networks who would benefit from attending the programme? Applications are currently being accepted, and an application form can be found online via:

<http://www.commonpurpose.org.uk/home/programmes/applications3/typc/theknow.aspx>

I do hope that these programmes are of interest to you and please do let me know if there is anything I can do to help you progress an application.

I look forward to hearing from you

[REDACTED]
[REDACTED]
Common Purpose
c/o MANCAT
Openshaw Campus
Ashton Old Road
Manchester

M11 2WH



www.commonpurpose.org.uk

Common Purpose gives leaders the inspiration, the knowledge and the connections they need to produce real change.

20:20

Programme commences: Monday 3 - Friday 7 November 2008

20:20 is Common Purpose's programme that brings together senior leaders from across the UK. It provides the cross-sector group of senior decision-makers with a wide-angle view of the way the UK works, where it sits in an international context and what its long-term future holds.

Power Dynamic UK



Thursday 23 October 2008

Power Dynamic is a challenging and informative one-day event specially designed to equip leaders with a better understanding of how power works nationally or internationally. Many professionals need to to navigate confidently the power dynamic that links politics, business and media. Power Dynamic provides a fascinating exploration of these power inter-relationships along with an opportunity to consider the "toolkit" necessary for influencing at national or international levels.

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From: [REDACTED] Sent:30/05/2008 13:33:59
To: Elspeth Rogers
Subject: Do you have colleagues who need to know how Greater Manchester works?

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 Profile Agenda & venues externalonly.doc (47Kb)  recruitment-profile.doc (79Kb)

Dear Elspeth

I know this is very last minute, but I have a place left at short notice on this year's Profile programme (agenda attached) and I wondered if you know of anyone that might benefit from it? Profile, is our two day workshop designed to give a wide-ranging overview of Greater Manchester to inform the knowledge base and perspective of senior leaders and enable them to begin to build their networks. The workshop is aimed at senior leaders who are new to Greater Manchester, or who perhaps have had a change of responsibility that requires them to take a broader perspective. Participant groups are kept deliberately small to facilitate access to certain senior individuals, agencies, projects and client groups. We also ensure that each participant group is mutually supportive and forms the nucleus of an effective senior network. Participants and contributors are drawn from all sectors across Greater Manchester to ensure balance and a varied input.

Please do let your colleagues or people within your networks know about this opportunity.

If you need any further information about the programme then please visit our website at <http://www.commonpurpose.org.uk/home/programmes/profile.aspx>, where you can also apply online, or you can contact me direct [REDACTED]

I look forward to hearing from you.

[REDACTED]

Have you seen our website about how Common Purpose is developing better leaders at work and in civil society?
<http://www.commonpurpose.org>

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Profile Agenda

Aims and Objectives:

- To gain an overview of Manchester and the wider conurbation.
- The objective of the two day workshop is to provide an introduction to Manchester/Greater Manchester for new, senior leaders leaders. This will include a wide range of topics such as the economy, education, crime, health, transport, and the arts.

Day One

Greater Manchester Profile Workshop		
Wednesday 11th June 2008		
8.30am	Arrival, registration and breakfast	
8.45am	Welcome and Introductions [REDACTED]	
9.15am	A well educated Greater Manchester?	
10.15am	Break	
10.30am	A well educated Greater Manchester - seeing it in action	TBC
12.30pm	Lunch with [REDACTED]	
2.00pm	Let's look at Manchester [REDACTED]	
4.00pm	Media – how is Manchester portrayed? • [REDACTED] • [REDACTED] • [REDACTED]	
6.00 pm	Arts and Culture - panel session [REDACTED] [REDACTED]	
7.00pm	Close	

Profile Agenda

Day Two

Greater Manchester Profile Workshop		
		Thursday 12th June 2008
8.15am	Breakfast	
8.30am	Welcome and review of day one [REDACTED]	[REDACTED]
8.45am	Greater Manchester – an overview [REDACTED]	[REDACTED]
10.00am	Asylum and destitution in Manchester [REDACTED]	[REDACTED]
11.00am	A healthy place to live and work? [REDACTED]	
12.45pm	A healthy Greater Manchester? – the view from street level [REDACTED]	[REDACTED]
3.00pm	Criminal Justice	[REDACTED]
5.00pm	From the outside looking in [REDACTED]	[REDACTED]
6.00pm	Looking back over the 2 days [REDACTED]	[REDACTED]
6.30pm	Close & Depart	

What is Profile?

If you or your group would benefit from a local briefing about Greater Manchester, then Profile is the right programme for you.

Common Purpose Profile provides a two-day briefing for leaders who want to be more effective in the areas where they operate. It is arguably the fastest way to get a behind-the-scenes view of a locality and is well suited to decision-makers who need a quick introduction (or update) to the important issues, people and institutions that make up Greater Manchester.

Organisations that operate regionally or nationally can arrange a customised “package” of Profiles, tailored to the cities and areas that are important to their current and future strategies.

Profile is also highly effective for groups of leaders who are working together on local strategy and who would benefit from looking at Greater Manchester together in order to understand each other's perspective.

In two intense and fast-paced days, Profile gives participants an overview of Greater Manchester and offers an introduction to key players. Participants are able to get behind the scenes to examine how the various agencies and services operate and see aspects of the area with which they might not otherwise come in contact.

On Profile, participants will:

- be briefed by local experts to gain an overview of the area
- visit different places to gain a sense of the area and the centres of power in Greater Manchester
- tackle crucial issues – such as the economy, education, employment and regeneration with the people who actually set the agenda for them in Greater Manchester
- ask tough questions – of outside speakers and of each other
- apply their individual creativity and collective abilities to address threats and opportunities that are hitting the region
- connect with peers in different sectors
- experience the sense of Common Purpose that comes from working together with a diverse group of other stakeholders in Greater Manchester

When, where and how much?

Profile is typically held once or twice a year. The next Profile is being held in Greater Manchester is on **Wednesday 11 & Thursday 12 June 2008**.

The fee is **£1000 + VAT** per person, which includes transportation, food and Greater Manchester materials and a signed copy of *Beyond Authority: Leadership in a Changing World* (by Common Purpose founder Julia Middleton)

What's the benefit?

Profile benefits participants, their organisations and the area in several important ways, including:

- new leaders get integrated faster and are able to contribute to the area's success.
- local partnerships are able to work more effectively together
- leaders are able to get a fresh perspective on the area and reflect on ways in which they and their organisations can have a greater impact
- connections are made across sectors that can lead to increased collaboration and co-operation.

What do participants say about Profile?

- *I simply was not aware of the issues that we were confronted with.*
- *This course gave me real insight into the city of Manchester. I met a cross section of the important players in the city, and, along with the other participants, engaged in some fascinating discussions concerning the issues facing the city.*
- *Although I have lived the North West for a long time the session gave me a new perspective on the direction and potential for development of the city and the region.*
- *Networking opportunities were tremendous and it was very enjoyable to spend 2 days getting to know new people from a diverse range of employment*

Draft Agenda

Greater Manchester Profile : 11 – 12 June 2008

Aims and Objectives:

- To gain an overview of Manchester and the wider conurbation
- The objective of the two day workshop is to provide an introduction to Manchester / Greater Manchester for new, senior leaders. This will include a wide range of topics such as the economy, education, crime, health, transport and the arts

DAY ONE : WEDNESDAY 11 JUNE

Greater Manchester Profile Workshop		
8.30am	Arrival, registration and breakfast	
8.45am	Welcome and introductions [REDACTED]	
9.15am	Education	
10.15am	Refreshment Break	
10.30am		
12.30pm	Lunch with [REDACTED]	[REDACTED]
2.00pm	Let's Look at Manchester [REDACTED]	[REDACTED]
3.45pm	Media Panel [REDACTED]	
5.45pm	Arts?	
7.00pm	Close	

DAY TWO : THURSDAY 12 JUNE 2008

Greater Manchester Profile Workshop		
8.15am	Breakfast	
8.30am	Welcome and Review of Day One [REDACTED]	
8.45am	Greater Manchester – An Overview [REDACTED]	
10.00am	Asylum and Destitution in Manchester [REDACTED]	[REDACTED]
11.00am	A Healthy Greater Manchester? [REDACTED]	[REDACTED]
12.30pm	A Healthy Greater Manchester? – The View from Street Level	[REDACTED]
2.00pm	Lunch	
3.00pm	Criminal Justice Panel [REDACTED]	[REDACTED]
5.00pm	From the Outside Looking In [REDACTED]	
6.00pm	Looking Back Over the Two Days	
6.30pm	Close & Depart	



Power Dynamic UK

Aims and objectives:

- To explore the power relationship between business, media and politics
- To consider strategies for influencing decision making at a national level

A one-day event investigating how power works at a national level

Wednesday 30 April 2008

8.30 Refreshments

9.00 **Getting started - Welcome to Power Dynamic UK**

9.30 **Exploring the concept of power**

There are levers of power in every urban and rural area – at local, national and international level. But who has the mandate to do what? Who controls these levers and who makes the decisions that count? Is it the Politicians or big business; civil servants, campaigners or entrepreneurs?

10.15 **Understanding the UK power dynamic**

- **Andrew Gowers, Head of Corporate Communications, Europe and Asia, Lehman Brothers**

An introduction to the relationship between media, politics and business. This will provide a starting point for further discussions over the course of the day.

11.30 **Lunch visits with the people with the power**

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Hosted working lunches at institutions from across the political, business and media worlds.

13.45 **What have you learnt? Visit debrief with refreshments**

An opportunity to share perceptions and experiences from the visits

14.30 **So how can you change things?**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Café-conversations to explore the nitty-gritty of getting on the national agenda. In this session, you will meet with individuals who have successfully influenced decision-making at a national level. You will have the opportunity to hear about their experiences and pick their brains on how this could apply in your own situation.

16.00 Refreshments

16.15 **Myths and realities – how do you think the UK really works?**

Perspectives from:

- [REDACTED]
- [REDACTED]
- [REDACTED]

A panel session to debate and challenge who really calls the shots.

17.30 **Reflections on the learning from the day**

18.00 Wine and conversation

18.30 Close and depart

1. Map the power

Leaders need to navigate confidently the power map that links government, business and the media. This challenging and informative four hour event will provide leaders with a better understanding of how power works in Greater Manchester. In addition to exploring these power inter-relationships, participants will have an opportunity to consider the 'toolkit' necessary to influence it.

13 December 2007 (8 – 12:30 PM)

18 March 2008 (8 – 12:30 PM)

2. Meet the people

Greater Manchester is one of the most diverse cities in the world. In this four-hour event, participants explore the complex nature of the relationship between Greater Manchester and its diverse population through the eyes of key social issues, such as education, health, housing and transport. Participants will, at the same time, build an understanding of and a connection with the context in which they, and their organisation, operate.

26 February 2008 (8 – 12:30 PM)

24 April 2008 (8 – 12:30 PM)

3. Master the money

How did Greater Manchester become such an economic success? What makes up the economy? How does it work and who or what influences it? This four-hour event will build your understanding of the way Greater Manchester's economy works and the links it has with the UK and the rest of the world.

17 January 2008 (8 – 12:30 PM)

22 April 2008 (8 – 12:30 PM)

Leadership Insights (2 hours each)

At each leadership insight session, participants will have the opportunity to meet key Greater Manchester leaders first-hand, in an intimate setting. A diverse range of leaders will participate in panel discussions and interactive workshops that consider the themes of leading beyond authority. Participants will be able to bring their own challenges to the sessions for the contributors and fellow participants to consider.

During a leadership insight session, participants will:

- *develop their understanding of leading beyond authority*
- *gain insight into how change happens and the role of leaders in creating it*
- *identify actions in order to develop different aspects of their own leadership.*

*Each **two-hour session** is facilitated and includes opportunities for reflection and work with other participants. Participants are required to attend at least one leadership insight.*

1. Adapting to a new environment

How do you adapt quickly to new circumstances and rules, or develop new ways of dealing with an existing situation? The beliefs and behaviours that have served you well may no longer remain useful. How do you balance intellectual rigour with a greater willingness to adapt, listen and understand someone else's truth?

15 January 2008 (6 - 8 PM)

8 May 2008 (8 – 10 AM)

2. Who do you need to be?

Leadership is about doing the right things – and being brave enough and independent enough to say no to the wrong ones. Developing your personal brand - and protecting it - is critical. What are the roles of humility, self-belief and independence in being authentic? What do you want to be? And what do you need to be?

4 December 2007 (8 – 10 AM)

29 January 2008 (8 – 10 AM)

3. Pace and timing

Leading beyond authority is all about pace and timing: It's about keeping going, sometimes slowing down to make sure people are with you, but never losing momentum and never going backwards. How do you recognise obstacles and how do you use energy and pace to overcome them?

20 February 2008 (6 - 8 PM)

6 March 2008 (6 – 8 PM)

