

# GOVERNANCE NOW

**Tuesday 13th November 2018 | The Goldsmiths' Centre, Clerkenwell, London**

The Clore Leadership Programme in partnership with the Cultural Governance Alliance presents **Governance Now**  
a national conference for arts and culture sector trustees and professionals.

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# Programme

<p><b>10:00</b></p>	<p>Arrivals and registration</p>	<p>Refreshments   Exhibition Room, Ground Floor</p>
<p><b>10:30</b></p> 	<p><b>Welcome - <i>Vision &amp; Values: Achieving good governance now</i></b>  <b>Sandy Nairne</b>, Chair, Clore Leadership Programme</p> <p><b>Official launch of the Cultural Governance Alliance</b>  <b>David Hall</b>, CEO, Foyle Foundation</p>	
<p><b>10:40</b></p>	<p><b>Keynotes –</b></p> <p><b><i>Demystifying the challenges of governance</i></b>  <b>Mags Patten</b>, Executive Director, Public Policy and Communication, Arts Council England          Essential elements of good governance for our times</p> <p><b><i>Transforming for the future</i></b>  <b>Joanna Baker</b>, Managing Director, Edinburgh International Festival          Edinburgh International Festival's radical journey of evolution</p> <p>SPONSOR:  <b>AFTER DIGITAL</b></p>	
<p><b>11:10</b></p>	<p><b>Q&amp;A</b></p>	
<p><b>11:30</b></p>	<p>Morning Refreshments &amp; <i>Transition</i></p>	

<p><b>12:00</b></p>	<p><b>CULTURE &amp; SOCIETY</b></p> <p>Exhibition Room, Ground Floor (Option A)</p> 	<p><b>FUTUREPROOFING BOARDs &amp; SUCCESSION PLANNING</b></p> <p>Agas Harding Conference Room, 4th Floor (Option B)</p> 	<p><b>ACTION LEARNING SET 1</b></p> <p>Creative Base, 1<sup>st</sup> Floor  (Option C)</p> 
	<p><b><i>Cultural leaders championing their civic agenda</i></b></p> <p>How can boards strategically plan to increase awareness and activities to promote the civic role that arts organisations play nationally and in their communities?</p> <p><b>SPEAKERS:</b></p> <p><b>Tehmina Goskar</b>, Director, Curatorial Research <b>Michael Day</b> Chair, Battersea Arts Centre and Trustee, National Trust <b>Reyahn King</b>, CEO, York Museums Trust <b>Dan Francis</b>, Senior Governance Consultant NCVO</p> <p><b>CHAIR: Andrew Barnett</b>, Director, Calouste Gulbenkian Foundation (UK Branch)</p> <p><b>SPONSOR:</b> — </p>	<p><b><i>All aboard: Investing in board development, recruitment and diversity</i></b></p> <p>How to get on board and make your contribution count? Succession planning and knowledge retention is a key priority. How can we make trusteeship more attractive to the widest range of people and ensure it can be a vessel of opportunity? A growing number of data reports reveal there is work to do in ensuring equality and diversity across the culture sector. This session will address strategies for enabling board diversity and address the dynamics of recruitment, appointment, induction and skills development.</p> <p><b>SPEAKERS:</b></p> <p><b>Suzanne Bull MBE</b>, CEO, Attitude is Everything <b>Mel Larsen</b>, Mel Larsen &amp; Associates. <b>Eve Salomon</b>, Chair, Horniman Museum <b>Michelle Wright</b>, CEO, Cause 4</p> <p><b>CHAIR: Robin Simpson</b>, CEO, Voluntary Arts</p> <p><b>SPONSOR:</b> </p>	<p><b><i>Action Learning</i></b></p> <p>Peer coaching can be an effective tool for reflection and learning. This interactive session presents an opportunity to share governance experiences and concerns in confidence within a small group. Find out how Action Learning Sets can help to heighten emotional intelligence, cultivate empathy, and strengthen board relationships. Participation is open to anyone who is an existing board member, with priority places allocated to CEOs and Chairs. Spaces will be limited to a small number of participants per session who are recommended to book in advance.</p> <p><b>FACILITATORS:</b></p> <p><b>Ruth Cook</b> and <b>Mandy Hetherington</b>, Action Learning Associates</p> <p><i>"What I value about action learning is the chance to talk through really significant questions with a group of intimate strangers."</i> (ALA participant)</p>

<b>13:00</b>	<b>LUNCH</b> (Buffet in Exhibition Room, Ground Floor and Agas Harding Conference Room, 4th Floor)		
<b>14:00</b>	<p style="text-align: center;"><b>LIGHTNING TALKS</b>          Exhibition Room, Ground Floor          (Option A)</p> 	<p style="text-align: center;"><b>DIGITAL INNOVATION &amp; COMMUNICATIONS MASTERCLASS</b>          Agas Harding Conference Room, 4th Floor          (Option B)</p> 	<p style="text-align: center;"><b>ACTION LEARNING SET II</b>          Creative Base, 1<sup>st</sup> Floor          (Option C)</p> 
	<p>A data blitz series of fast-paced 8-minute bite-size talks to illuminate key tools, concepts and provoke new thinking.          Facilitator: Charlotte Jones, CEO, Independent Theatre Council</p> <p style="text-align: center;"><u>Lightning Talk 1:</u>  <b><i>Board strategies for environmentally sustainable practice and leadership</i></b></p> <p>Are boards doing enough to ensure their vision, strategy and operations are environmentally sustainable? What are the business imperatives and incentives for being eco-friendly, and what are the risks of failing to address this major global issue? How could the cultural sector play a greater role in collectively promoting and pioneering a sustainable future?</p> <p><b>SPEAKER: Sian Alexander</b>, Chief Executive, Lyric Hammersmith and trustee of Julie's Bicycle</p> <p style="text-align: center;"><u>Lightning Talk 2:</u>  <b><i>Revitalising the pipeline with young voices</i></b></p> <p>How to nurture and support the next generation of trustees to emerge, flourish and contribute? Two young professionals who have recently completed a trustee tenure at the Roundhouse share highlights and lessons learnt from their fresh experience.</p>	<p style="text-align: center;"><b><i>Harnessing digital tools for board effectiveness</i></b></p> <p>Digital is changing the way cultural organisations communicate, fundraise and deliver services, creating new opportunities and challenges for trustees. Gain expert insights to help you understand which digital trends are most critical for good governance, how to manage risk, how to communicate effectively and what every board should be doing to delegate digital effectively in planning their organisation's cultural programmes and operations to enable it to thrive in the fast-moving digital age. Hear from our expert speaker who is the co-author of the Charity Commission guidance on digital for trustees.</p> <p><b>SPEAKER: Zoe Amar</b>, Director, Zoe Amar Digital</p> <p><b>MODERATOR: Steve Plummer</b>, Head of Strategic Consulting, After Digital</p> <p><b>SPONSOR:</b>  </p>	<p style="text-align: center;"><b><i>Action Learning</i></b></p> <p>Peer coaching can be an effective tool for reflection and learning. This interactive session presents an opportunity to share governance experiences and concerns in confidence within a small group. Find out how Action Learning Sets can help to heighten emotional intelligence, cultivate empathy, and strengthen board relationships. Participation is open to anyone who is an existing board member, with priority places allocated to CEOs and Chairs. Spaces will be limited to a small number of participants per session who are recommended to book in advance.</p> <p><b>FACILITATORS:</b>  <b>Ruth Cook and Mandy Hetherington</b>, Action Learning Associates</p>

**SPEAKERS: Sophie Kilburn and Michael Wornell**, Young Advisory Board Alumni and Roundhouse trustees 2017-18.

Lightning Talk 3:

*The case for remuneration vs the elephant in the room - should all trustees give?*

Creative solutions to fundraising and giving cultures on boards – a precis of ideas, practical tips and ways to approach this, brought to life with case studies.

**SPEAKER: Michelle Wright**, CEO, Cause 4

Lightning Talk 4:

**Evolving the legal structure of boards for our changing times**

What is the instrumental value of conducting strategic board reviews? How to ensure recommendations for structural change are implemented so that boards can continue to be fit for purpose?

**SPEAKER: Keith Arrowsmith**, Partner, Counterculture Partnership LLP

Lightning Talk 5:

**Artistic risk: Does everyone understand what we're doing here?**

Who is ultimately responsible in an arts organisation? Who is taking the risk on an arts organisations artistic output? How can the differing roles and needs of Board, CEO and artistic leader(s) be balanced to bring out the best in each other?

**SPEAKER: Jeanie Scott**, Cultural Consultant

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<b>15:00</b>	<b>BREAK &amp; REFRESHMENTS</b> Available in Exhibition Room, Ground Floor and Agas Harding Conference Room, 4th Floor		
<b>15:30</b>	<p style="text-align: center;"><b>GETTING IT RIGHT WHEN THINGS GO WRONG</b>          Exhibition Room, Ground Floor          (Option A)</p> <p style="text-align: center;"></p>	<p style="text-align: center;"><b>RESILIENCE &amp; FORESIGHT</b>          Agas Harding Conference Room, 4th Floor          (Option B)</p> <p style="text-align: center;"></p>	
	<p style="text-align: center;"><b><i>Spotting &amp; Surviving Serious incidents</i></b></p> <p>A candid discussion about making mistakes, coping with failure and facing up to obligations. Ruth Lesirge will offer the Chair's perspective and highlight the Navigating Risk toolkit recently produced by the Association for Chairs. Sue Bowers will offer anonymised case studies of incidents that have gone wrong with organisations HLF has worked with and the key actions that trustees have taken to set things right. Aarti Thakor, Director of Legal Services from the Charity Commission will address the topic of legal compliance and any recent investigations related to the cultural sector. John Tusa will offer nuggets of wisdom on how to make yourself heard better in the boardroom when things do go wrong from his vast experience in arts and broadcasting.</p> <p><b>SPEAKERS:</b>  <b>Sue Bowers</b>, Deputy Director Operations, Heritage Lottery Fund  <b>Ruth Lesirge</b>, Chair, Association of Chairs  <b>Aarti Thakor</b>, Director of Legal Services, Charity Commission  <b>Sir John Tusa</b>, Author, Making a Noise: Getting it Right, Getting it Wrong in Life, the Arts and Broadcasting</p>	<p style="text-align: center;"><b><i>Future heritage: anticipating and preparing for change</i></b></p> <p>What futures should we prepare for? This interactive workshop will introduce participants to the core principles of strategic foresight, an approach towards managing the future widely used by public and private organisations around the world. Through a rapid deep-dive into two key trends shaping contemporary society, participants will consider the implications of social and technological change on their organisations, explore the connections between surprise and complexity, and learn how heritage and culture can be vital resources for anticipating and responding to long-term systemic change. With an emphasis on developing new ways of seeing the world, the session will give cultural leaders an insight into the skills needed to build a futures mindset in their teams.</p> <p><b>SPEAKER:</b> Richard Sandford, Professor of Heritage Evidence, Foresight and Policy, UCL Institute for Sustainable Heritage  <b>MODERATOR: Simeilia Hodge-Dallaway</b>, Founder, Artistic Directors of the Future</p>	

	<b>CHAIR: Prue Skene</b> , Governance Associate, Clore Leadership Programme
<b>16:30</b>	<p><b>CLOSING MESSAGE</b> Exhibition Room, Ground Floor</p> <p><b>Hilary Carty</b>, Director, Clore Leadership Programme <b>David Bryan</b>, Chair, Voluntary Arts</p> <p><b>Drinks &amp; networking</b></p>
<b>17:00</b>	<b>CLOSE</b>
<b>17:30</b>	<i>Please join us after the conference for the off-site social</i> Location tbc

The Cultural Governance Alliance is a light-touch collective of agencies, organisations and advocates working strategically to champion, share and promote best practice in the governance of culture. It aims to support cultural organisations boards, trustees and sector professionals to be effective and resilient, and perform at their best

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