

IN-PERSON PROGRAMME: Governance Now 2025: Power! 4 November 2025

TIME	SESSION	SPEAKER	SESSION DETAIL	ROOM
08:00 – 09:30	Registration / arrival			
08:45 – 09:30	(Optional) Breakfast Session Governance 101: An Introduction to Governance and Board Dynamics	Nicola Nuttall, Consultant and Director of Tempus Fugit Consultancy, Director, Charles Causley Trust	Pre-registration required – spaces limited. Revisit the basics of good governance for the cultural sector. This session will provide a helpful overview of governance for new trustees, as well as a useful refresher for those with more experience.	Large Committee Room
09:45 – 10:00	Conference Welcome	Charlotte Jones, Chief Executive Officer Independent Theatre Council (ITC)	Conference welcome, framing the content and theme for the day.	Assembly Hall
10:00 – 11:00	Opening Keynote Panel State of the Nation - Perspectives from the Sector	Francesca Hegyi, CEO, Edinburgh International Festival Caroline Norbury, CEO, Creative UK Laura Pye, Director, National Museums Liverpool & Chair Robin Simpson, Chief Executive, Creative Lives (Chair)	Opening the conference this year will be perspectives from key sector leaders from discussing the State of the Nation. Topics will include the devolution agenda, the shifting interplay of power in politics and government, and the challenges, and opportunities, that cultural institutions are facing.	Assembly Hall
11:00 – 11:30	Coffee Break & Transition			
11:30 – 12:30	Breakout 1A Two at the Top: Power Dynamics Between the Chair and CEO	Delia Barker, Chair, Phoenix Dance Theatre & CEO Brixton House Jenny Sealey, Artistic Director, Graeae Theatre Company Fiona Allan, Chair, Hayes Theatre	This session will explore the evolving power dynamic between the Chair and CEO, examining how clarity, collaboration, and conflict shape effective governance from the top down.	Assembly Hall

11:30 – 12:30		Supported by Arts Council England's Transforming Governance programme		
	Breakout 1B Letting Power Go	Obi James , Executive Coach, Leadership & Inclusion Expert, Author of <i>Let Go Leadership: How inclusive leaders share power to drive high performance</i>	This session will explore how letting go of power can spark fresh leadership, build confidence, and clear the way for the next wave of bold talent to thrive.	Large Committee Room
	Breakout 1C The Potential and Pitfalls of Creating an Intermediary to Redistribute Power	Fran Sanderson CFA , CEO, Figurative	Join Fran Sanderson for an interactive, thought-provoking session exploring practical ways Figurative is working with the cultural sector to disrupt traditional power dynamics, and steps Figurative can take to avoid replicating existing imbalances, both from the outset and as it evolves.	Mayor's Parlour
DIY Networking Space – Across the conference, a DIY Networking Space is available for you to catch up, exchange ideas, and get to know your fellow delegates.				
12:30 – 13:30	Lunch Break			
13:30 – 14:00	Afternoon Keynote Darren Henley in Conversation with Hilary Carty	Hilary Carty , Executive Director, Clore Leadership Darren Henley , CEO, Arts Council England	Darren Henley will share perspectives and priorities for the arts and cultural landscape, looking short and long term at the Arts Council's investment aspirations, challenges and opportunities for creativity and culture.	Assembly Hall
14:00 – 15:00	Breakout 2A How Can Commissioners Empower the Next Generation of Artists and Curators?	Yasmin Khan , Director, Individual Practitioners and London, Arts Council England Cat Sheridan , Senior Producer, Unlimited Jenny Waldman , Director, Art Fund	This session will explore the power dynamics between artists and institutions, asking: Should art have gatekeepers? How can artists' voices be amplified? What shifts can organisations make to share power? Speakers will discuss strategies for building supportive	Assembly Hall

			infrastructures that allow artists to truly lead with their work.	
	<p>Breakout 2B</p> <p>Power Shifts: Recruitment and Succession Planning</p> <p><i>Green Park - Headline Supporters of Governance Now 2025: Power!</i></p>	<p>Joanna Moriarty, Partner, Green Park</p> <p>Moira Sinclair, Chair of Factory International, Clore Leadership, and the Mayor of London's Cultural Leadership Board</p>	Join Moira Sinclair and Joanna Moriarty for an in-conversation session exploring effective succession planning, and strategies for future-proofing boards amid leadership shifts.	Large Committee Room
14:00 – 15:00	<p>Breakout 2C</p> <p>Bringing the Power of Digital Literacy to Board Level</p>	<p>Fiona Allan, Chair, Hayes Theatre (Chair)</p> <p>Ankur Bahl, Actor, Writer & Culture-Sector Executive</p> <p>Owen Hopkin, Director, New Technologies & Innovation, Arts Council England</p> <p><i>Supported by Arts Council England's Transforming Governance programme</i></p>	This panel will explore why digital literacy is vital for arts and cultural organisations seeking resilience, entrepreneurial agility, and meaningful mission impact. The conversation will centre on what trustees need to know and how to empower their executives to lead digital innovation, including the growing role of AI, from the top.	Mayor's Parlour
15:00 – 15:20	Coffee Break & Transition			
15:20 – 16:15	<p>Breakout 3A Leadership Learning Suite</p> <p>Discover Achates Community</p>	<p>Vicki Grace, Director of Recruitment & Organisational Change, Achates</p> <p>Deborah Larwood, Director of Income Generation, Achates</p>	Join Achates , a leading cultural consultancy, specialising in supporting income generation, business planning and strategy, change management and recruitment, in exploring their digital platform, Achates Community. In this	Mayor's Parlour

			Learning Session delegates will explore the sector's current challenges and learn how Achates Community can provide the tools and support you need to navigate them.	
15:20 – 16:15	Breakout 3B Leadership Learning Suite EDI Benchmark Online Toolkit	Keith Arrowsmith , Managing Director of ProArtsPlus, Lead Governance Associate, Clore Leadership	Join Clore Leadership Governance Associate Keith Arrowsmith for a session on the Cultural Governance Alliance's newly launched EDI Benchmarking Tool. The tool aims to help boards review their performance relating to equality, diversity and inclusion policies and processes. Delegates will be given an overview of the tool and be invited to utilise and test the programme.	Large Committee Room
15:20 – 16:15	Breakout 3C Roundtables	Facilitated by Delegates	A series of group discussions in exploring key issues in governance today. Topics will be suggested and facilitated by delegates – advance booking advised.	Assembly Hall
16:15 – 16:20	Transition			
16:20 – 17:00	Closing Keynote Panel Power, Policy, and Partnerships	Stella Kanu , CEO, Shakespeare's Globe, John McGrath , Artistic Director & Chief Executive, Factory International Kate Varah , Executive Director, National Theatre	This closing keynote panel will explore the pivotal role national organisations can play in driving change at scale, and the opportunities and challenges of navigating complex stakeholder landscapes (including political) and shaping impactful partnerships.	Assembly Hall
17:00 – 17:15	Closing Remarks	Moira Sinclair , Chair of Factory International, Clore Leadership, and	Final thoughts for the day.	Assembly Hall

GOVERNANCE NOW

Tue 4 Nov 2025

Power!

Shoreditch Town Hall | London, EC1V 9LT

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		the Mayor of London's Cultural Leadership Board		
17:15 – 18:00	Drinks Reception <i>This year's drinks reception is generously sponsored by Achates Community</i>			