

### Lancashire 2025 Ltd

Lancashire 2025 is registered as a Company Limited by Guarantee – Company Number: 12492674.

### Registered Charity

Lancashire 2025 has an application pending with the Charity Commission – to become a registered charity. Estimated Registration Date: Friday 6<sup>th</sup> June 2020.

### Independence Date

A date for Lancashire 2025 to become operational and independent needs to be agreed. 1<sup>st</sup> July 2020 is realistic allowing enough time to ensure:

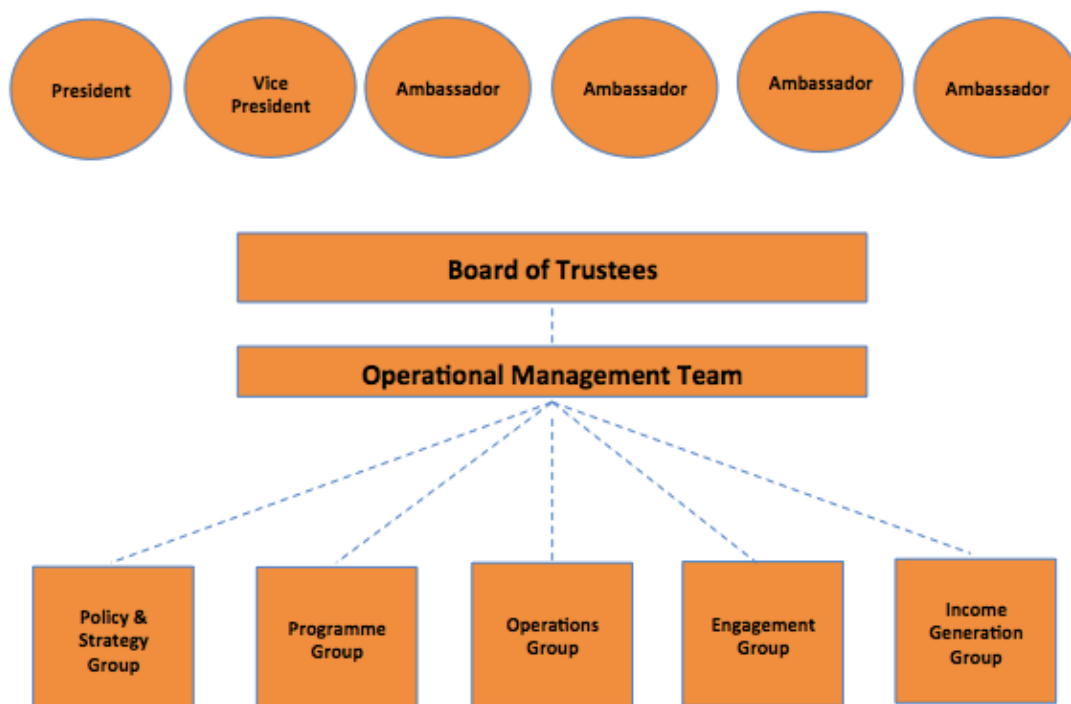
- Charity registration is complete.
- Bank account is live.
- Infrastructure partner providing Office Space, Finance, HR systems is in place.

### Governance Structure

Lancashire 2025 currently has 3 founder Directors of the Company:

- Tony Attard – Chair Lancashire 2025 / Chair Marketing Lancashire.
- Steve Fogg – Chair Lancashire Enterprise Partnership.
- Jenny Rutter – Chair Creative Lancashire / Deputy Director Super Slow Way.

Lancashire 2025 will seek to establish the following Governance Structure from May 2020 onwards:



The Governance Structure should be developed in line with Lancashire 2025 phased Business Outline plans. The key actions required are:

1. Recruit Board of Trustees.
2. Confirm Operational Management Team.
3. Recruit President, Vice President, Ambassadors.
4. Develop Operational Groups.

## Remuneration

Lancashire 2025 is a not-for-profit organisation and programme, therefore all roles outlined in the Governance Structure above are not financially remunerated.

## Terms of Reference

Thorough Terms of Reference will be written for all levels of the governance structure. A summary is listed below:

<b>President, Vice President, Ambassadors</b>	<b>Board of Trustees</b>	<b>Operational Management Team</b>
<p>Strong influential figurehead individuals.</p> <p>These roles will feed to and from the Board of Trustees. They are influencers and do not sit on the board of trustees. There is to 'open doors', add value nationally and politically, add value to promotion and communication of Lancashire 2025, add value to our DCMS bid for City of Culture.</p>	<p>High profile individuals representing the highest levels of culture and industry against our Trustees Skills Matrix will add significant value to Lancashire 2025 through their personal and professional expertise, added to by the resources and networks they will bring through their professional organisation's and work.</p> <p>Skills Matrix / Roles &amp; Responsibilities will cover:            Legal – Compliance &amp; Risk – Finance – HR – Marketing – Education – Private Sector – International Technology – Culture – Fundraising &amp; Sponsorship – Evaluation &amp; Insight.</p>	<p>5 Trustees plus the Director and Chief Operating Officer will form the Operational Management Team.</p> <p>This team will add strategic &amp; operational oversight, input and accountability to Lancashire 2025.</p> <p>The Operational Management Team will achieve delegation and action through managing a range of Operational Groups (each chaired by an appropriate Trustee).</p>

<b>Policy &amp; Strategy Group</b>	<b>Programme Group</b>	<b>Operations Group</b>	<b>Engagement Group</b>	<b>Income Generation Group</b>
<ul style="list-style-type: none"> <li>• Oversight</li> <li>• Monitoring</li> <li>• Finance</li> <li>• HR</li> <li>• Contracts</li> <li>• Commercials</li> </ul>	<ul style="list-style-type: none"> <li>• Creative and cultural programme</li> <li>• Events &amp; Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Operations</li> <li>• Digital &amp; Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement</li> <li>• Communities</li> <li>• Marketing, PR, media</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising</li> <li>• Sponsorship</li> <li>• Investment</li> </ul>

## Governance Key Action 1 – Recruit Board of Trustees

We will recruit 12 Trustees to govern the Lancashire 2025 Charity.

Suggestions for Board of Trustees:

1. **Tony Attard (Chair)** – Board Member Lancashire LEP, CEO Panaz, Chair Marketing Lancashire, Board Member Creative Lancashire.
2. **Steve Fogg** – Chair LEP, Chair Fylde Coast Responsible Business Network.
3. **Jenny Rutter** – Chair Creative Lancashire, Deputy Director Super Slow Way.
4. **Angie Ridgwell** – Chief Executive & Director of Resources Lancashire County Council.
5. **Graham Baldwin** – Vice Chancellor UCLAN.
6. **Local Authority CEO representative** – TBC.
7. **Lancashire MP representative** – TBC
8. **Lancashire House of Lords representative** – TBC.
9. **Prominent Lawyer** – TBC.
10. **Prominent Accountant** – TBC.
11. **Community / Social / Youth / Wellbeing Advocate** – TBC.
12. **Technology Innovation Expert** – TBC.

<b>ACTION</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBILITY</b>	<b>DEADLINE</b>
<b>1</b>	Angie Ridgwell to be invited to Board of Directors Lancashire 2025 Ltd	Tony Attard.	8 May 2020
<b>2</b>	Founder Trustees of Lancashire 2025 Charity agreed as Trustee suggestions 1-5 above	Tony Attard, Angie Ridgwell, Steve Fogg, Jenny Rutter.	8 May 2020
<b>1</b>	Graham Baldwin approached to become a Trustee	Tony Attard.	15 May 2020
<b>2</b>	Trustee Recruitment Pack developed (including Terms of Reference and Job Descriptions).	Ben Blackman.	22 May 2020
<b>3</b>	Shortlist for Board Members 6-12 above developed.	Tony Attard, Angie Ridgwell, Steve Fogg, Jenny Rutter, Graham Baldwin.	22 May 2020
<b>4</b>	Approaches for Board Members 6-12.	As appropriate - Tony Attard, Steve Fogg, Jenny Rutter, Angie Ridgwell, Graham Baldwin.	12 <sup>th</sup> June 2020

### **Governance Key Action 2 - Influential Figureheads**

The Board of Trustees will recruit a range of key influential individuals via a range of President, Vice-President, Ambassador Roles.

Suggestions for such positions include:

- High profile cultural figureheads from fields of digital, arts and culture, media and sports - eg. Andrew Flintoff, Nick Park, Lubaina Himid, Dame Joan Bakewell, Christine Cort, Wayne Hemmingway.
- Key Lancashire MP's.
- Key County & Borough Councillor's.
- High Net Worth Lancashire business people.

The number of ambassadors will not be limited by number – we want as many ambassadors as possible – but they must be of the level and standing required to maintain sufficient quality and impact.

<b>ACTION</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBILITY</b>	<b>DEADLINE</b>
<b>5</b>	Shortlist for Influential Figureheads developed.	Board of Trustees.	10 <sup>th</sup> July 2020

### **Governance Key Action 3 – Operational Management Team**

The Board of Trustees will agree the Trustees best placed to chair each of the Operational Groups. Those Trustees will form the Operational Management Group along with the Director and Chief Operating Officer.

<b>ACTION</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBILITY</b>	<b>DEADLINE</b>
<b>6</b>	Agree Operational Group Chairs	Board of Trustees.	10 <sup>th</sup> July 2020

### **Governance Key Action 4 – Operational Groups**

The Board of Trustees will recruit a range of strategic and operational key influential individuals (representing partner organisations) feeding to and from the Operational Management Team via a range of Operational Groups.

Each Operational Group will be made up of key individuals plus the chair and appropriate senior management representative (Director and/or Chief Operating Officer as appropriate).

Individuals for consideration for Operational Groups include (this list is far from exhaustive):

- Miranda Barker – Chief Executive Lancashire Enterprise Partnership
- Rachel McQueen – Chief Executive Marketing Lancashire.

- Russ Millhouse – UCLAN
- Ruth Connor - UCLAN
- Lancashire Cultural Investment Board Chair
- BAE HR & Volunteering Director.
- Jane McMorrow.
- Gavin Henderson.
- Tim Webber.
- Paul Heathcote.
- Young peoples representative.
- Brian Cookson.
- Oliver Burton – CEO Forbes Solicitors.
- Graham Gordon – Managing Partner Moore & Smalley.
- Duncan Sandford – Managing Director Digital Lancashire.
- Edwin Booth – Chairman & CEO Booths.
- Richard Slater – Managing Director Lancashire Business View.
- Antony Chesworth – Chief Executive EKM.
- Liverpool 08 personnel with expertise in volunteering and welcome programmes with networks supporting European City Of Culture Collaborations.

<b>ACTION</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBILITY</b>	<b>DEADLINE</b>
<b>7</b>	Shortlist for Operational Groups developed.	Board of Trustees.	10 <sup>th</sup> July 2020

#### **Governance Key Action 5 - Infrastructure Partner**

Lancashire 2025 seeks an Infrastructure Partner who will work with us to provide:

- Office Space for our core team of 6.
- HR fulfillment.
- Financial Management fulfillment.

These functions will be managed directly by the Chief Operating Officer but resources are required to ensure they are ready to launch quickly and delivered to top quality. The office, HR and finance logistical requirements of Lancashire 2025 are minimal in terms of output (although financial value will be significant) but it is not deemed efficient either financially or time-wise for Lancashire 2025 to set up these functions itself from scratch during Phase 1 (when key partners clearly have greater expertise and resource to support).

<b>ACTION</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBILITY</b>	<b>DEADLINE</b>
<b>8</b>	Formally approach UCLAN	Ben Blackman.	22 <sup>nd</sup> May 2020

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#### **A Balanced Approach**

Whilst the Presidential and Ambassador roles give opportunity to ensure well known names are involved, it is key for successful engagement of all generations and sectors to ensure our Board of Trustees and Operational Groups are representative of modern and cutting edge professionals and organisations (as well as ‘the usual suspects’). A balance is key to forming the right potential for the county as a whole.

Whilst the governance structure should be strongly based upon key skills and experience (being able to govern and scale up a £30m regeneration programme), it must also ensure adequate representation from the cultural sector if it is to succeed and be trusted by all sectors and generations.

#### **Close Partnerships Whilst Maintaining Independence**

Lancashire 2025 is a complex cross-sector partnership requiring partnership between multiple strategic and political institutions and boards. The Governance Structure must include representatives of all such key partners and influencers. It is important it also

maintains independence from them in order to ensure appropriate development for Lancashire as a whole and cultural integrity. It will be important for the potential for a successful bid for UK City of Culture to DCMS to show strong governance with appropriate independence and autonomy.

With this in mind, it is suggested that Lancashire 2025 is closely linked to the Cultural Investment Strategy for Lancashire and its Board – but remains clearly independent of it. Appropriate resources could and should be ring-fenced for the Lancashire 2025 culture led regeneration programme (which includes the City of Culture bid).

### **Critical Friends**

It is suggested that members of the Operational Groups in particular, and Board of Trustees, should include ‘critical friends’, those being professionals and individuals with substantial experience of high level cultural programmes and bidding processes who can both bring ideas and realism to the table, as appropriate.

### **Curatorial Advisory Group**

This group is in the process of being established and group members already advised successfully regarding cultural vision, project proposals, open calls. It will continue to do so, under the leadership of Debbi Lander – independent of the formal governance structure, which is appropriate in terms of maintaining cultural and artistic integrity.

### **A Manageable Model**

Whilst it is tempting to include more rather than less individuals within the key governance structure, experience tells us that a manageable, high-level and exclusive model works best in terms of strategy and operations.

It should be noted that an endless opportunity exists for individuals and organisations from all communities and sectors to work in partnership with Lancashire 2025. Our document – *Lancashire 2025 Partnerships Plan* is being developed and will be available by 15<sup>th</sup> May 2020.

### **Key Meetings**

Lancashire 2025 will seek attendance to update on progress, ask for support and be questioned on delivery at the following key meetings in Lancashire, at least bi-annually:

- Lancashire Leaders & Chief Executives meeting.
- Lancashire Enterprise Partnership Board meeting.
- Local Resilience Forum.
- Marketing Lancashire Board meeting.

Lancashire 2025 itself will hold the following key stakeholder meetings:

- Board of Trustees – quarterly.
- Taskforces – as defined (presumed to be bi-monthly).
- Lancashire 2025 Partner Events – bi-monthly.

### **Responsibility**

The responsibility for developing the governance structure as outlined above will be held by:

- Tony Attard – Chair Lancashire 2025 | Debbi Lander – Bid Director | Ben Blackman – Operations Consultant.

They will, of course, proceed via a basis of approaching individuals via the most appropriate person and through any influential connections, as appropriate.

## ACTIONS

ACTION	ACTION REQUIRED	RESPONSIBILITY	DEADLINE
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