

Committee(s):	Date(s):
Nominations Committee of the Barbican Centre Board	11 February 2016
Subject: Role Specification	Public
Report of: Town Clerk	For Decision
Report author: Greg Moore – Town Clerk's	

Summary

In 2015, the Barbican Centre Board reviewed its constitution and governance arrangements and developed a number of proposals to enhance its effectiveness. In addition to approving changes to the Board's terms of reference to allow for the appointment of up to two more external Members, it was also agreed that the Board should indicate foreseen skill/background deficits when advertising vacancies to the Court of Common Council - while recognising the absolute freedom of the Court to appoint whoever it sees fit.

This report provides a proposed role specification, based upon the skills gaps previously identified by the Board. Members are asked to consider the draft person specification and the skills gaps identified, recommending amendments as appropriate.

Recommendation(s)

Members are asked to consider:

- the draft role specification at appendix 1; and
- the list of identified skills gap set out at paragraph 3.

Main Report

Background

1. Proposals to amend the Barbican Centre Board's governance arrangements were approved by the Court of Common Council in December 2015.
2. One of these proposals was concerned with the introduction of a draft role specification when advertising the Board's vacancies to the Court of Common Council. The intention is that this would be updated on a regular basis to reflect the skills that the Board identifies as lacking amongst its current Membership.

Current Position

3. The Barbican Centre Board, in considering the need for changes to its governance, identified the following as areas where the board might benefit from reinforcing certain skills or expertise:
 - *Financial* – in light of the progressive reduction in City funding e.g. through the Service Based Review process.

- *Commercial* – as, to raise revenue, the Centre is increasingly moving into new marketplaces e.g. in touring exhibitions overseas and in retail.
- *Unreached Audiences* – because, in order to fulfil its vision of ‘Arts Without Boundaries’ and to obtain more funding from the public and private sectors, the Centre needs to engage more effectively with audiences not currently reached.
- *Digital* – as the Arts audience is rapidly moving online for accessing programming information, for buying tickets, for accessing and creating content, and for interacting via social media.

Proposal

4. Your Committee is asked to consider whether the areas identified are representative of the Board’s needs, or whether this list requires amending or adding to.
5. Subject to the amendments to the above list, your Committee is also asked to consider the proposed draft role description attached at appendix 1.
6. In order to ensure the role specification remains up-to-date, it is proposed that it be reviewed at a minimum on an annual basis, ahead of the Court of Common Council committee appointments in April of each year.

Conclusion

7. This report sets out the current list of identified skills gaps and a draft role specification. The list and draft role specification will be updated to reflect the Committee’s comments and presented to the Board for ratification and implementation.

Appendices

- Appendix 1 –Draft role specification.

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Barbican Centre Board: Role Description for Board Members

The Barbican Centre Board is responsible for the activities and services of the Barbican Centre, Europe's largest Arts Centre.

The Centre is a world-class multi-platform arts and learning organisation, offering a range of events to suit every taste - cinema, theatre, opera, classical music, art exhibitions, a library - and is also a leader in the field of creative learning (where it works jointly with the Guildhall School of Music & Drama).

With over 1.2million people attending a performance or exhibition at the Barbican in 2014/15, the Centre is well-positioned to capitalise on a significant commercial opportunity. The Barbican's operating expenditure is funded from a diverse range of sources including box office income, development activity, subsidy from the City Corporation and, increasingly, commercial and retail activities. The Barbican is undertaking major changes to its operating model to move away from a historic reliance on subsidy and ensure it remains on a robust and sustainable long-term financial footing. This includes the development of a new retail offering and comprehensive changes to its catering arrangements, with the Board and management committed to establishing this new financial model and safeguarding the Barbican's world-class offering across all art forms.

The Barbican stands at a particularly exciting but demanding period in its history. As the City Corporation seeks to create and develop a Cultural Hub and to maximise the benefits which Crossrail will bring in terms of audience potential, the Barbican is also working closely with the London Symphony Orchestra to explore the case for a new national Centre for Music. At the same time the Centre's exciting creative learning work, particularly focusing on East London, continues to develop and expand to bring the arts to young people and groups who might otherwise have limited exposure to them.

The Barbican Centre Board provides strategic challenge and guidance to the Centre's Directors, determining the general principles and targets within which the Centre should operate and scrutinising performance, management, operation, investment plans, maintenance and risk controls.

Expressions of interest from all Members who will help the Board exercise its general governance functions are welcome. In addition the Board has highlighted the following areas where specific expertise would be particularly helpful:

- Financial
- Commercial/Retail
- Digital
- Connecting with unreached audiences/stakeholder engagement

Applications from Members with experience or knowledge of any of these areas are therefore particularly welcome. For further information, please contact the clerk to the Board, Greg Moore (gregory.moore@cityoflondon.gov.uk , 0207 332 1399).