

Committee(s):	Date(s):
Nominations Committee of the Barbican Centre Board	25 January 2017
Subject: Board Member Induction	Public
Report of: Town Clerk	For Decision
Report author: Greg Moore – Town Clerk's	

Summary

At its November 2016 meeting, the Nominations Committee discussed the existing induction arrangements for Board Members. Given the intended appointment of a number of new Members in March 2017, it was agreed that the introduction of a more structured programme ahead of their joining the Board would be beneficial.

The report sets out a proposed structure for a formal induction programme for Members' comments and approval.

Recommendation(s)

Members are asked to consider the proposed induction format set out in the report.

Main Report

Background

1. At its November 2016 meeting, the Nominations Committee discussed the existing induction arrangements for new Members.
2. Whilst noting that the arrangements in place, it was felt that a more formalised and targeted approach would be beneficial and aid new Members in becoming acquainted with the Barbican more swiftly.

Proposal

3. A proposed induction checklist is attached at Appendix 1 for Members' consideration. This sets out the initial documentation and suite of meetings that would be provided to new Members.
4. It should be noted that this list constitutes simply the basic framework for an induction process. It is recommended that the process be tailored in each instance to fit the needs, skills and expertise of each Member, as set out below.

Introductory meetings

5. For instance, whilst all Members would meet for a short session with each Director to give an overview of their respective areas, it would be appropriate for longer, more in-depth meetings to be scheduled where a

Member has been appointed for their specific expertise or if they have particular interests.

6. By way of example, Sir Brian McMaster's replacement on the Board - who is likely to be appointed for their Arts expertise - could have a more in-depth session with the Director of Arts; an appointee with a Creative Learning background appointee could have their session with the Director of Learning & Engagement, and so on.
7. A tour of the Centre would also be beneficial for those unfamiliar with the Barbican; logistically, it is likely that it will be more convenient for new Members to schedule this tour to coincide with when they meet with each of the Directors. This could focus on a particular area, so that a Member appointed for their commercial expertise also included the various catering and retail areas of the Barbican, and so on.
8. It is felt that an introductory meeting with the Chairman of the Barbican Centre Trust (and relevant Development Team officers) might also be particularly beneficial for all new Members, so that they get a feel for the increasingly important area of development and a sense of how they might assist.
9. In addition, those Members who are external to the City Corporation may benefit from an overview of the City Corporation and its decision-making processes, depending on their familiarity with the organisation.

Documentation

10. In terms of documentation, there will of course be a balance to strike in terms of providing the necessary information to allow Members to become acquainted with the Centre's processes swiftly, and potentially over-burdening them with information.
11. The Board handbook contains an array of initial information that is beneficial for new Members. In addition, biographies of fellow Board Members will be of use in helping them to acclimatise to the Board and get to know their colleagues; agendas and minutes of recent meetings will similarly be helpful in aiding their getting to grips with live and current issues of importance, as well as a feel for the general cycle of business.
12. The summary document for the Strategic Plan has also been included to provide an overarching breakdown of the Barbican's key priorities. However, thought will need to be given on each occasion to the inclusion of any other standalone documents (for instance the budget, annual art form reports, and so on). Again, a more targeted approach would seem prudent – i.e. each of the latest annual art form reports for an appointee with Arts expertise; the relevant Creative Learning items for an appointee with that background; the latest diversity reports for anyone appointed with expertise in that particular area.
13. It is important to note that a comprehensive suite of documentation concerning the Code of Conduct and registering interests is also provided. The Town Clerk's representatives and Comptroller & City

Solicitor's representatives are on hand to provide further advice or guidance as required, so that Members are clear about their responsibilities in this area.

Conclusion

14. Members are asked to consider the induction process proposed, recommend any amendments, and approve a working process for introduction.

Appendices

- Appendix 1 – Induction Checklist

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Barbican Centre Board
Induction Pack Checklist

1	Welcome Letter
2	<p>Board Handbook, including:</p> <ul style="list-style-type: none"> • Introduction and Brief History of the Barbican • Membership: Board and Sub-Committees • Terms of Reference <ul style="list-style-type: none"> ○ Finance Committee of the Barbican Centre Board ○ Risk Committee of the Barbican Centre Board ○ Nominations Committee of the Barbican Centre Board • Chairman's Job Description and Person Specification • Deputy Chairman's Job Description and Person Specification • Meeting Dates 2016/17 • Structure Chart • Officer Contacts • Useful Links
3	Board Members' Biographies
4	Minutes of the most recent Board and sub-committee meetings
5	Copies of the agenda packs for each of the most recent meetings
6	Barbican Strategic Plan: Summary Document
7	<p>Introductory Meeting Schedule with Directors etc.:</p> <ul style="list-style-type: none"> • Tour of the Barbican Centre • Managing Director (General and Strategic Overview) • Chief Operating & Financial Officer (Financial and Risk Overview) • Director of Arts (Artistic and Programming Overview) • Director of Learning & Engagement (Creative Learning and Education Overview) • Director of Operations & Buildings (Tour of the Centre and Overview of Key Projects) • Chairman of Barbican Centre Trust (Development Overview) • Chairman and Deputy Chairman of the Board • Clerk to the Board for an overview of the City Corporation
8	Ticketing & Event Information (including a list of forthcoming performances)
9	<p>Declarations of Interest and Relevant Codes of Conduct:</p> <ul style="list-style-type: none"> • The Code of Conduct for Members and Co-opted Members • Guidance concerning the Code of Conduct

	<ul style="list-style-type: none">• Undertaking to comply with the Code of Conduct• Declaration of Pecuniary Interests Form• Register of Non-Pecuniary Interests Form
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