

Appendix 5

The City Arts Trust Limited - governance, leadership and management

The City Arts Trust Limited, responsible for running the City of London Festival, is a company limited by guarantee, and a registered charity. Its President (ex-officio) is the Lord Mayor of the City of London, and the Board of Directors (who are also Trustees of the charity) is made up of representatives from the City of London Corporation, Guildhall School of Music & Drama, St Paul's Cathedral and the City's business community. Its Chairman is currently Lady Brewer.

With the exception of the five City of London appointed trustees and the Principal of the Guildhall School of Music & Drama who, once appointed, are appointed ex-officio while their role with the City of London or Guildhall School of Music & Drama continues, all trustees must retire from office after three years. They are then eligible for re-election for a maximum of two further three-year periods unless they have attained the age of 70 at the time their re-election to office would otherwise take effect. Thus most trustees cannot serve for an unbroken period in excess of nine years in total.

This provision does not however apply to the Chairman who is entitled, with effect from their appointment as Chairman, to hold office as trustee and Chairman for an initial period of three years and thereafter is eligible for re-election as trustee and Chairman for a further period of three years even if this takes them beyond the nine-year maximum referred to above for most other trustees.

Directors attend quarterly Board meetings at which the overall strategy and priorities for the organisation are determined. New directors are recruited to complement the specific skill set of the existing Board, which includes experts in finance, development, PR, education, the law and the creative industries, together with the specific representation of the City as a local authority funder. Board members occasionally serve on sub-committees focusing on specific areas of need, for example fundraising and development. A finance and risk committee has recently been established by the board. Individual members of staff are personally mentored by a board member with relevant expertise in their area.

Quarterly board meetings regularly examine five specific areas, in addition to the Chairman and Director's reports: Artistic and strategic issues; Marketing issues; Fundraising issues; Financial reporting and budget issues; and Risk.

The Festival Director reports directly to the Board, and is responsible for the delivery of the Trust's activity. He is supported in this by a small permanent staff team (5 full time and 3 part time), augmented by freelance project managers and specialist technical contractors as necessary. In addition, the Trust is pleased to work with a large number of volunteers, from interns to Festival Stewards. The organisation has a number of policies in place to cover areas such as Health & Safety, Ethics, Equal Opportunities, Child Protection and Vulnerable Adults, and Environmental issues, and conducts annual staff appraisals. The Trust holds comprehensive public liability insurance, and undertakes bespoke Health & Safety risk assessments for every event, in addition to its risk assessment of its office accommodation.

Whilst there is no legal obligation for an organisation of the size of the Trust to make a risk management statement, it is deemed good practice, and the Trust has undertaken a full Risk Management audit, and regularly reviews its Risk Register. The Risk Register identifies potential areas of risk (areas of risk explored are under the headings of Governance & Management, Operational, Financial, External and Compliance), with each risk scored for likelihood and impact. The Register outlines the control and monitoring procedures in place to mitigate each risk, and sets a programme of responsibility, action and review. The Risk Register is presented at each board meeting.