

Committee(s):	Date(s):
Barbican Centre Board	16 March 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. This role specification was considered by your Nominations Committee at its 11 February 2016 meeting and incorporates the amendments proposed. The Board is now asked to consider the draft person specification, recommending amendments as appropriate and approving a final edition for use (delegating authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to produce the final version reflecting Members' comments).

Recommendation(s)

Members are asked to:

- Consider the draft role specification at appendix 1; and
- If necessary, delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to finalise the role specification taking into account Members' comments.

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 (through its Nominations Committee) identifies as lacking amongst its current Membership.

Current Position

3. The Barbican Centre Board, in considering the need for changes to its governance, previously 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 Nominations Committee considered the areas identified as representative of the Board’s needs, subject to the expansion of the “digital” area to encompass the increasing prevalence of digital within the arts and as creative content. It was also felt that marketing could be added to the list.
5. The Board is asked to consider whether this list is appropriate and subsequently consider the proposed draft role description attached at appendix 1.
6. In order to ensure the role specification remains up-to-date, your Nominations Committee proposes to review it on at least 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 have been updated to reflect the Nominations Committee’s comments and are now 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 and contemporary 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 this 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 rebalance its operating model 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 a number of areas where specific expertise would be particularly helpful, including:

- Financial
- Commercial/Retail
- Marketing
- Digital (including creative content and platforms)
- Connecting with unreached audiences/stakeholder engagement

There is a maximum continuous service limit for Board Members of three terms of three years. However, for external Members the expectation is that individuals will serve two terms, with a third being granted only in exceptional circumstances.

For further information, please contact the clerk to the Board, Greg Moore (gregory.moore@cityoflondon.gov.uk , 0207 332 1399).