



Appointment of Trustees 2021

Briefing Pack

November 2021

Introduction from the Chief Executive

I have an unshakeable belief that music has the power to change people's lives. I have personally witnessed it.

As a trustee you will be joining a highly committed team of people who work hard to support each other in helping to realise the Bournemouth Symphony Orchestra's mission "*To be a Cultural Beacon at the heart of our communities, in and beyond the concert hall.*"



I joined Bournemouth Symphony Orchestra 9 years ago because of its high artistic values, outstanding Chief Conductor Kirill Karabits, and its international reputation. Its tradition of world-class music making had captured the respect and regard of audiences far and wide.

Since then, the BSO has gone from strength to strength, During the lockdowns of 2020 and 2021, the BSO was one of a handful of UK Orchestras to livestream music. The organisational approach, created by the people who work here have enabled the BSO to overcome many of the challenges posed by the COVID-19 pandemic.

"Following careful succession planning, the appointment and handover to the new chair has been very well managed. The SMT continues to work in strong partnership with the board and provides effective leadership for all sectors of the organisation. It is clear that all sections of the organisation feel part of the organisation as a whole"
Arts Council Annual Feedback August 2021

We are looking for exceptional individuals who can play a vital role in supporting the Charity to fulfil its new levels of ambition, a mature and sustainable business model and a crucial role in building its profile on a local, national and international stage.

Dogie Scarfe
Chief Executive

About Bournemouth Symphony Orchestra

'The cultural heartbeat of the South West.' Darren Henley, Chief Executive of Arts Council England

One of the UK's best-loved orchestras, Bournemouth Symphony Orchestra is a professional ensemble known for championing the role of culture in people's lives. With residencies in Bournemouth, Bristol, Exeter, Portsmouth and Poole, it is the largest cultural provider in the South West of England, serving one of the biggest and most diverse regions.

The Orchestra, under its Chief Conductor Kirill Karabits, is known for pushing artistic boundaries, and its ongoing series of music from former Soviet states, *Voices from the East*, continues to gain praise. Boasting an enviable list of principal conductors, including Marin Alsop, the first female principal conductor of a major UK orchestra, the BSO has given memorable performances worldwide and with regular live broadcasts on BBC Radio 3 and Classic FM.

The Orchestra's inaugural livestreamed series, which featured Sir John Eliot Gardiner, Benjamin Grosvenor and Alina Ibragimova, was widely praised by audiences and critics alike, with the BSO making history as one of the first British orchestras to return to the stage in 2020. Horn player Felix Klieser makes his UK concerto debut as the Orchestra's Artist-in-Residence, as the BSO resumes symphonic touring in 2021.

The BSO received the Royal Philharmonic Society's Impact Award in 2019 for its work in improving opportunities for disabled musicians, and BSO Resound — the world's first professional disabled-led ensemble at the core of a major orchestra — continues to receive international attention for igniting change. Challenging barriers to high-quality music for all, the BSO leads hundreds of events each year, from award-winning work in health and care settings to partnerships with schools and music education hubs.

"It's not an exaggeration to say that the musical world has looked over to the south coast of England, to Bournemouth, with envy and admiration over the past year. Colleagues in New York, Sydney, Singapore and more have told me of their amazement at what has been achieved by the Bournemouth Symphony Orchestra during the pandemic. The message has rung out clearly: live concerts matter, to those playing and to those attending. Music isn't just a cherry on the cake in good times; it helps all of us face the harder times with optimism and courage. It knits together our communities. The BSO has led the way."

Stephen Hough CBE, March 2021

About BSO Board

Under the leadership of Chief Executive Dougie Scarfe and with the full support of the Board led by Andrew Flockhart, the BSO has undergone significant organisational change to develop a more resilient organisation. With major reorganisations in Fundraising, Learning & Participation and Finance the BSO is now in a position to provide a much stronger business focus to underpin artistic delivery.

Board responsibilities

The Board of Trustees is responsible for the overall governance and strategic direction of the Charity, developing the organisation's mission, aims, objectives and goals in accordance with its corporate governance procedures, legal and regulatory guidelines.

Trustees oversee the financial management of the Charity's resources and the proper discharge of public monies, ensuring sound control of the organisation's financial affairs on behalf of all stakeholders and compliance with all regulatory and statutory requirements.

Given the diversity of the BSO's programme, covering small, mid and large scale musical events, early years and schools' workshops, a diverse range of community engagement activities and work in the area of health and wellbeing, there are a range of areas to which Trustees can contribute in addition to the broad range of business advice and development.

The BSO depends upon a high proportion of fundraised income to sustain its work. As a demonstration of trustee support, it is expected that trustees will support and contribute to the success of the Charity's fundraising efforts.

Governance Structure

The main Board comprises a maximum of twelve trustees (including two musician trustees) serving a three-year term of office, with the potential for trustees to serve up to a maximum of three terms (normally two).

The Board has three Committees covering: Finance and Resources, Health and Safety and Nominations and Governance.

The Board meets five times a year. Between meetings, trustees may be asked for advice or advocacy by the Chair or executive team and trustees are encouraged to attend events to see the Company in action.

Appointment of Trustees Briefing Pack 2021

Experience

Whilst the BSO already benefits from a wide range of skills on the Board of Trustees, we are looking to strengthen the team further and provide long-term succession planning in its governance.

We welcome applications from any skilled professional with expert knowledge in their field and who has a passion for the role a major arts charity can play at the highest level across a socially and geographically diverse region.

All Trustees are expected to have experience of fundraising within a charitable context and we are particularly interested in hearing from applicants with qualifications and strategic expertise in the fields of:

- **Health and Wellbeing**
- **Digital**
- **Business links including strategic government funding**
- **Education Sector**
- **Regional spread (networks across the South and South West)**

Inclusivity

BSO is proud that its leadership and commitment to Diversity has been recognised by Arts Council England through a 'strong' rating for their Creative Case for Diversity, the only Band 3 NPO Music organisation to receive such a rating.

BSO is committed to ensuring that BSO's leadership, governance and workforce represent the diversity of the communities we serve.

The Board are looking to recruit trustees who can both advise and support the BSO on its ongoing journey to make inclusivity a part of its everyday mission.

Appointment of Trustees Briefing Pack 2021

Current Trustees

Andrew Flockhart (Chair)
Annette D'Abreo (Deputy Chair)

Nicholas Ashley-Cooper
Adrian Dunford
Steve Edge
Mary O'Sullivan
Matt King (Musician Trustee)
Carol Paige (Musician Trustee)

Biographies of the current Trustees can be found at <http://www.bsolive.com/board-of-trustees/>

Overall responsibilities of the Board

1. to be legally responsible for the proper discharge of public monies;
2. to exercise overall control of the organisation's financial affairs on behalf of all stakeholders;
3. to ensure the Company complies with regulatory and statutory requirements;
4. to provide security and continuity for the company;
5. to manage and anticipate risk;
6. to hold the Chief Executive accountable for his/her actions; to agree annually the overall direction and strategy against which his/her performance is reviewed;
7. to stand back from day-to-day operations and take a dispassionate view of longer term issues of company strategy, financial security, and organisational and artistic development;
8. to act in the best interests of the Company;
9. to be alert to external factors affecting the BSO;
10. to keep Governance under review;
11. to uphold best practice.

Trustee duties and responsibilities

1. to understand the Company's business;
2. to assist with the development of the Company's fundraising efforts;
3. to contribute to the work of the Board;
4. to ensure any conflicts of interest are clearly identified and declared;
5. to provide practical advice;
6. to represent the Company positively and consistently to outside contacts.

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Trustee Commitment

BSO's Board of Trustees meets five times a year including a strategic away day. In addition the Board committees meet as required. Board papers are sent out in advance of meetings and Trustees are expected to read and give feedback as appropriate.

Trustees are expected to attend concerts, events, projects and associated receptions as available in order to see the charity's work in action and to act as advocates for the Company.

Trustees are expected to help the success of the charity's fundraising through helping with contacts, and offering their personal and business skills towards specific organisational initiatives and support as agreed.

Trustees are expected to have a commitment to carry out the duties of a trustee and to demonstrate the highest values in carrying out their responsibilities including probity and prudence, integrity, objectivity, accountability, openness, honesty and leadership.

How to apply

Please write an expression of interest, outlining your suitability for the role, for the attention of Dougie Scarfe, Chief Executive, c/o Executive Assistant to the Chief Executive, Natalie Wright – nwright@bsorchestra.co.uk

Please also attach a CV. The information should be submitted by 30 November 2021.

If you would like an informal conversation about the Board or Charity with either Andrew Flockhart or Dougie Scarfe, please contact Natalie Wright to make arrangements – nwright@bsorchestra.co.uk or 01202 644704.

Bournemouth Symphony Orchestra is committed to striving to represent modern Britain in all its diversity. Bournemouth Symphony Orchestra is committed to equality of opportunity and welcomes applications from all suitably qualified candidates, irrespective of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex or sexual orientation.