

Performance and Audit Committee (PAC) Chair and National Council Member – Recruitment pack



February 2024



Nobody by Motionhouse.
Photo © Dan Tucker

Contents

Introduction	3
About Arts Council England	5
Joining our National Council and Performance and Audit Committee	6
The work of Arts Council England	7
How we're governed	8
About the role and who we're looking for	10

Introduction

We are seeking to appoint new two new members to Arts Council England's National Council, our non-executive board. One of these will serve as the chair of our Performance and Audit Committee.

The National Council helps to ensure our organisation is well governed and successfully delivering our priorities through effective management of the resources we have thanks to investment from the public.

Performance and Audit Committee advises National Council and the Accounting Officer on matters relating to risk, internal control, governance and performance management, and also considers the control environment and the integrity of financial statements and the annual report.

This briefing pack will guide you through the Arts Council's mission, the role of our National Council and its members, and the application process.

The Secretary of State for Culture, Media and Sport is responsible for making these

appointments in accordance with the Cabinet Office's Governance Code on Public Appointments. The appointments process is regulated by the Commissioner for Public Appointments. The Department for, Culture, Media and Sport (DCMS) will manage the appointment process with support from Arts Council England.

DCMS is committed to eliminating discrimination and advancing equality of opportunity in its public appointments. We particularly encourage applicants from under-represented groups, those based outside London and the South-East, and applicants who have achieved success through non-traditional educational routes. This ensures that boards of public bodies benefit from a full range of diverse perspectives and are representative of the people they serve.



Chair of the Performance Committee

As the Chair of the Performance and Audit Committee, you'll have a pivotal role in shaping the strategic landscape of our organisation. In this position, you'll guide the committee through the fields of audit, risk and performance management. This role is crucial in fulfilling of our ambitious 10-year strategy, "[Let's Create.](#)"

You will orchestrate and lead strategic processes, analysing organisational policies and approaches. Your influence will extend to the external audit, and the review of our Annual Report and Accounts. In this role you'll actively engage with the **National Council (while being a member within it)** and the Accounting Officer.

But it's not just about money – you'll also take a close look at things like counter-fraud and bribery rules, how whistleblowing works, and the plan for special investigations. Your job is to make sure the organisation runs with honesty and remains a robust public body even when faced with challenges.

You will also attend two meetings a year with our sponsor body, the Department for Culture, Media and Sport (DCMS). These meetings bring together Chairs of Audit and Risk Committees from across the DCMS family of Arms Length Bodies to discuss issues of common interest.

If you're good at planning and paying attention to details, this is your opportunity to lead and improve how we manage risks, internal controls, and our approach to performance management. Join us on this exciting journey as we work together to make a positive difference in giving everyone the chance to experience great creativity and culture, whoever they are, and wherever they are.

Find out more about the PAC > <https://www.artscouncil.org.uk/performance-and-audit-committee>

National Council member

Embrace the pivotal role of National Council Member, where you become the key guardian of our organisation's governance. In this role you'll be championing the Arts Council and its mission to stimulate creativity and culture throughout England.

As a National Council Member, you will become a trustee for Arts Council England. Joining forces with other Council members, you'll be at the forefront of:

- Advancing the Arts Council's mission and strategy.
- Shaping the organisation's strategic path, influencing crucial investment and policy decisions.
- Ensuring effective management practices and responsible resource handling.

Our National Council meets up to 6 times a year and is responsible for ensuring the achievement of our objectives, to develop and improve the knowledge, understanding and practice of the arts and culture, and to increase the accessibility of the arts, libraries and museums to the public.

This is an opportunity to be a driving force behind the Arts Council, making decisions that impact creativity and culture across the nation.

Find out more about the National Council and its current members > <https://www.artscouncil.org.uk/our-organisation/national-council>

About Arts Council England

We champion creativity and culture across the country, develop talent in every corner of the nation, and support artists, practitioners and cultural organisations to work in partnership and to be world-leading in their fields. Our Strategy for 2020-30, [Let's Create](#), is an invitation to those who share our beliefs to come together and create new opportunities for every person in England to become creative and enjoy brilliant culture.

We believe creativity and culture not only inspire us, but they bring us together and teach us about ourselves and the world around us, helping us feel proud of the place we live in. In short, they make life better.

We support combined arts, dance, libraries, literature, museums, music, theatre, and visual art. Through a range of funds, we provide both short- and long-term investment for individual artists and arts projects, arts organisations, museums, galleries, and libraries.

Over the next three years until 2026 we'll invest:

- £458.5 million per year in our National Portfolio – this includes National Portfolio Organisations, Investment Principles Support Organisations, Transfer Organisations and Creative People and Places organisations
- £116.8 million of National Lottery funding per year in Arts Council National Lottery Project Grants, our open-access funding programme
- £14.4 million of National Lottery funding per year in Developing Your Creative Practice, our programme to support individuals who are cultural and creative practitioners and want to take time to focus on their creative development
- £50 million per year in our Arts Council Development Funds which will focus on a variety of areas such as: capital investment programme, cultural education, digital culture network, museum development, arts council collection management, UK City of Culture and activities listed within our Delivery Plan



BEAF Pavilion workshop. Photo © Caroline Beale Johnson

Joining our National Council and Performance and Audit Committee

Arts organisations, museums and libraries contribute to people’s wellbeing; they drive local economies and maintain our international reputation as a nation of innovators. As a member of our National Council, you will play a significant role in shaping the future of our national cultural life.

As a member of our National Council and Performance and Audit Committee you will gain a unique perspective of the broad-ranging benefits of arts and culture and deepen your understanding of our sector’s national contribution: the quality jobs we help create and the many direct and secondary economic benefits of our work. You will also see the personal impact we make: lives enriched through individual creativity.

As a country, we are looking to redefine our place on the world stage following the UK’s exit from the European Union. Creativity and culture has always been one of our nation’s strengths, and we will continue to act as a champion for all that our artists and performers do internationally.

We have embraced our role in promoting the importance of cultural education for our

young people, and the social and economic benefits of encouraging lifelong participation for everyone. The Arts and cultural participation has a measurable impact on health and wellbeing. It allows us to express our unique experiences and perspectives, build interpersonal understanding and create cohesive, connected communities, making us proud of the places where we live. Despite the challenges we have faced, and continue to address, we are optimistic.

Within these roles you have the chance to carry this optimism into a new era for the Arts Council, to build on the strong relations we have built with stakeholders, and to further develop the resilience of the sector and its approach to identifying new funding streams to help navigate the uncertain times that lie ahead with confidence and positivity.



The work of Arts Council England

Arts Council England is the development agency for creativity and culture in England. We champion, develop and invest in creative and cultural experiences that enrich people's lives. We support a range of activities across the arts, museums and libraries – from theatre to digital art, reading to dance, music to literature, and crafts to collections.

We are an independent charity, registered with the Charity Commission, as well as an arm's-length non-departmental public body sponsored by the Department for Culture, Media and Sport. We were established as a distributor of National Lottery funds under The National Lottery Act 1993.

Our Strategy, Let's Create sets out to create a country in which the creativity of each of us is valued and given the chance to flourish, and where everyone has access to a remarkable range of quality cultural experiences.

The strategy focuses around three Outcomes:

- **Creative People:** Everyone can develop and express their creativity throughout their life
- **Cultural Communities:** Villages, towns and cities thrive through a collaborative approach to culture

- **A Creative and Cultural Country:** England's cultural sector is innovative, collaborative and international

Each outcome is important and will work together with four Investment Principles:

- **Ambition & Quality:** Cultural organisations are ambitious and committed to improving the quality of their work
- **Dynamism:** Cultural organisations are dynamic and able to respond to the challenges of the next decade
- **Environmental Responsibility:** Cultural organisations lead the way in their approach to environmental responsibility
- **Inclusivity & Relevance:** England's diversity is fully reflected in the organisations and individuals that we support, and in the culture they produce



Festival of making.
Photo © Robin Zahler

How we're governed

National Council

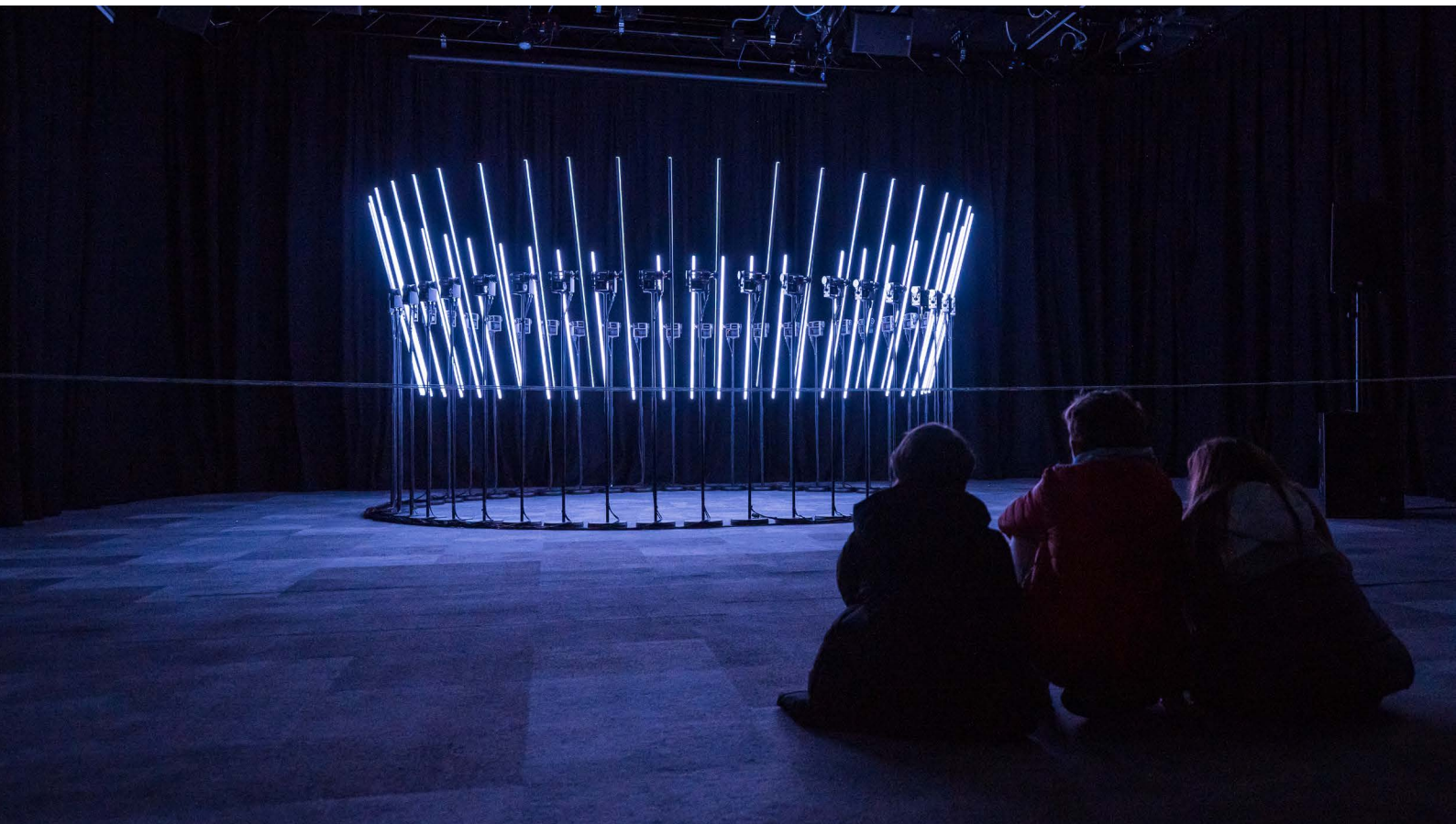
Our National Council is our main governing body, or non-executive board. National Council members are also the trustees of the charity.

National Council is currently supported by five Area Councils which advise it on and promote the work of the Arts Council in the five English regions: London, the South East, South West, Midlands and the North. Together all Area Councils fulfil a similar role – ensuring that the work of the Arts Council continues to be informed by a diverse range of perspectives from artists, local authorities and other key stakeholders across the country. Chairs of each Area Council also serve as members of the National Council.

Performance and Audit Committee

Performance and Audit Committee supports National Council by reviewing and commenting on reports by the National Audit Office, or the appointed external auditor, and evaluating the effectiveness of counter-fraud and bribery policies, whistleblowing processes, and arrangements for special investigations.

Performance and Audit Committee will also regularly receive reports from management which enable it to assess the risks involved in the Council's activities and to consider the principal risks identified by management and how they are controlled and monitored. These will include reports to the committee on the management of any major incidents, including near misses and the lessons learned from these.



The Committee will assess and advise National Council, the Chief Executive and Chief Operating Officer on performance management, on how well the performance management framework adopted by Arts Council England enables the organisation to manage and improve the delivery of its functions.

The Committee through its **Chair** will maintain a direct relationship with the internal and external auditors. The internal and external auditors will have free and confidential access to the Chair of the Committee.

The role of the Council

The role of the Arts Council's National Council is to:

- determine and uphold Arts Council England's mission and objectives
- be accountable to the Secretary of State for fiduciary matters and delivering the charitable objectives
- agree high level priorities and strategies
- approve Arts Council England's Grant-in-Aid and National Lottery accounts
- monitor delivery of Arts Council England's strategy against stated priorities
- advocate for the arts and culture

Collectively the Council is expected to embody:

- artists, arts and culture practitioners and managers
- finance and management expertise, public and private sector experience
- the Chairs of the Area Councils

The Arts Council's Chair, Sir Nicholas Serota, is strongly committed to improving the diversity of the Council. Its ability to represent England's diverse national identity and include a range of voices is key to ensuring that the Arts Council's programmes meet the creative and cultural needs of everyone.

The Executive Board

National Council is supported by an executive leadership team, which is led by Darren Henley, the Chief Executive and Accounting Officer. Darren Henley leads an Executive Board which includes two Deputy Chief Executives and four other Executive Directors. The Arts Council's Executive Board is responsible for developing the long-term strategy of the Arts Council and for the day-to-day running of the organisation. Further details about our Executive Board are available on the Arts Council website.



NYO Unite day in London National Youth Orchestra NYO Inspire, NYO Open musicians. Photo © NYOGB

About the role and who we're looking for

- As a member of National Council, the successful candidates will become trustees of Arts Council England, and alongside other members of National Council will be expected to:
 - Uphold the Arts Council's mission and objectives
 - Set the strategic direction of the organisation and making key investment and policy decisions
 - Ensure that the Arts Council has effective management arrangements and is managing its resources responsibly
- Individual Council members may be asked to advocate for the creativity and culture sector and represent the work of the Arts Council
- From time-to-time Council members may be asked to lead or assist with specific aspects of policy development
- Council members are expected to remain up to date with developments in the sector including opportunities, challenges and risks, drawing the Chair of the Arts Council and its senior executives' attention to the issues as appropriate

In addition, the **Chair of Performance and Audit Committee** will be expected to:

- Lead Performance and Audit Committee as it provides advice to the Accounting Officer and National Council on:
 - strategic processes for risk management, internal control, and governance, ensuring that they enable delivery of Let's Create, our 10-year strategy
 - Arts Council's accounting policies and judgements, the processes for production, external audit and review of the Annual Report and Accounts.
- Ensure the committee is diverse and has the right mix of knowledge and experience
- Be involved in the appointment of internal auditors and in the oversight of the annual internal audit programme
- Ensure that the committee acts in accordance with best practice for public sector audit, risk and assurance committees, and the Nolan Principles of public life
- Work with Performance and Audit Committee members on the processes for production and review of the Annual Report and Accounts, and the process for their audit by the Arts Council's independent auditors
- Chair Remuneration Committee, which meets annually, to oversee the pay, and employment terms of the Executive Board

All applicants should be able to demonstrate the following **essential criteria**:

- Extensive knowledge of, and commitment to, arts and culture and an understanding of the importance of the arts and culture to society
- Understanding of the challenges and opportunities facing the creativity and culture sector with the ability to think imaginatively and strategically, and contribute to effective decision-making
- Commitment to championing excellence in the arts, diversity and ensuring that the benefits of creativity and culture are available to the widest range of people
- The ability to act as a credible advocate of the Arts Council with key stakeholders in the sector and the ability to support the Arts Council's work in building networks and effective partnerships with the creativity and culture sector
- A commitment to preserving cultural heritage and improving education and understanding of British and world history

For the Performance and Audit Committee Chair role:

- Senior, recent and relevant experience of finance, governance and risk, preferably within a large complex organisation and/ or experience of serving on Audit and Risk Committees
- A proven ability to chair meetings inclusively and effectively, enabling all voices to be heard and encouraging constructive challenge to be made
- Strong Communication skills with the ability to deal with relevant contacts such as our Internal Audit team and the National Audit Office
- Ability to analyse and absorb complex information, strategically challenge and prioritise, and scrutinise performance

Desirable Criteria:

- Experience of working in the fields of education, business, public bodies, local or central government, media, charitable institutions, philanthropy, health and wellbeing and internationally would be welcome.
- We are particularly interested in hearing from candidates with expertise/experience in one or more of the following areas:
 - Libraries
 - Museums
 - Business/commercial expertise
 - Finance and Investment experience
 - Large and medium size Arts Organisations
 - Local Authority
 - Community Organisations
 - Health and Wellbeing
 - Digital and Data
 - Media / Public Affairs
 - Artists and Creative Practitioners
 - Criminal Justice
 - Legal

Ockham's Razor, PUBLIC project. Strike A Light.
Photo © Mark Dawson



Time commitment

- **Performance and Audit Committee Chair role:** Up to 36 days per year

You will be expected to chair at least 4 Performance and Audit Committee meetings a year, one Remuneration Committee meeting a year, and attend and contribute to at least 6 National Council meetings a year.

- **General National Council member role:** Up to 20 days per year

Council members are expected to attend at least six Council meetings each year. Council members may also be asked to participate in a number of committee or panel meetings each year.

Term of office

- 4 years

Remuneration

Nil

Location

- National Council Meetings generally take place in Birmingham

How to apply

Applications are made online via the job advert at <https://apply-for-public-appointment.service.gov.uk/roles?titleSearch=&bodySearch=®ulated=&remunerated=&status=open>

All candidates are required to provide:

- a Curriculum Vitae (CV)
- a supporting statement
- equality information
- information relating to any outside interests or reputational issues

We will ask you to check and confirm your personal details to ensure your application is accurate.

You will also have the opportunity to make a reasonable adjustment request or apply under the disability confident scheme before you submit your application.

If you have any questions about the appointments process, please contact publicappointments@dcms.gov.uk

If you would like to speak about the role itself, please contact David.Bryant@artscouncil.org.uk

Diversity and inclusion

We want to ensure any appointee is committed to promoting diversity in its broadest possible sense. This will include embedding a commitment to the principles of Levelling-Up and championing opportunity for all across the organisation, helping to ensure that the organisation is one in which a genuinely diverse range of views can be expressed, without fear or favour. We ask all applicants to complete a diversity monitoring form. We hope you will help us by providing this information. Your data is not disclosed to the panel but allows us to constantly evaluate any potential barriers to becoming a public appointee and what we can do to encourage a more diverse field to apply.

Disability confident

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the role. By 'minimum criteria,' we mean that you must provide evidence in your application which demonstrates that you meet the level of competence required under the majority of the essential criteria.

If you wish to apply under this scheme, state this in the covering email or letter when submitting your application. This will in no way prejudice your application.

Reasonable adjustments

If you would like a confidential discussion regarding any reasonable adjustments ahead of making your application or during the process, please contact us.

About DCMS

Our department operates at the heart of government on some of the UK's biggest economic and social issues. Our mission is to drive growth, enrich lives and promote the UK to the world. We champion innovation and creativity. From the arts to artificial intelligence, a quarter of UK businesses are in our sectors, and are among the fastest growing of our economy. Emerging technology is opening up new possibilities for human endeavour and self-expression.

But we need to harness it, create new norms for the online world and build a strong civil society so that the benefits are shared by all. Our actions over more than 25 years of DCMS have become woven into the fabric of our nation. Today we continue to shape the world

we want to live in – building a future fit for everyone.

DCMS is a ministerial department, supported by 45 agencies and public bodies.

If you are not completely satisfied

We aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact publicappointments@dcms.gov.uk.

Supporting information

This appointments process adheres to the Cabinet Office Governance Code on Public Appointments, which is regulated by the Commissioner for Public Appointments.

All applicants are expected to abide by the Seven Principles of Public Life and the 12 Principles of Governance.



Eligibility criteria

You cannot be considered for a public appointment if:

- you become bankrupt or make an arrangement with a creditor
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors
- you are disqualified from acting as a company director under the Company Directors Disqualification Act 1986
- you have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53)
- you become subject to a debt relief order or a bankruptcy restrictions order
- you fail to declare any conflict of interest and due diligence

If you have any interests that might be relevant to the work of the Arts Council and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further please contact the Public Appointments Team.

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity.

This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the Advisory Assessment Panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with ministers and the Cabinet Office.

Expenses

Expenses incurred by external candidates during the recruitment process will not be reimbursed, except in exceptional circumstances, and only when agreed in advance.

