



Appointment of Trustees

Briefing Pack

May 2025

### 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 13 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, and we were delighted to welcome Mark Wigglesworth as our new Chief Conductor and Chloé Van Soeterstède as Principal Guest Conductor in 2024. Whether through our sector leading Digital concerts or our work to build a more inclusive musical world, BSO is a unique organisation with a brilliant orchestra at its heart.

*"From the players and music staff, through the admin team to the boardroom, an inspirationally well-led orchestra at the peak of its powers."*

Phil Gibby, Area Director, South West Arts Council England, August 2023

We are looking to recruit two 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.

A handwritten signature in black ink, appearing to read 'D. Scarfe'.

Dougie Scarfe OBE DL  
Chief Executive

## About Bournemouth Symphony Orchestra

The largest performing organisation to the South and West of London, Bournemouth Symphony Orchestra brings life-empowering music into people's lives in and beyond the concert hall

Serving a 10,000-square-mile region, the BSO is a responsible charity driving community impact

- Based at **Lighthouse, Poole**, the Orchestra has major residencies in **Bristol, Exeter, Portsmouth, Southampton**, and **Yeovil**, and, in 2024/25, performed in 54 cities, towns and villages. It takes live music into hospitals, schools, care homes, and coastal and rural community spaces... and, last year, into a disused Cornish mine.
- Described by Arts Council England as “*an inspirationally well-led orchestra at the peak of its powers*”, the Orchestra is a strong business delivering on its charitable aims.
- Alongside significant investment from Central and Local Government and with the support from its growing philanthropic community, corporate partners and trusts and foundations, the **BSO leverages funds to develop life-empowering health and wellbeing experiences for people and their communities**.
- The BSO leads hundreds of community-based events each year, from award-winning work in health settings to partnerships with education providers — and in 2023/24 it welcomes its second cohort of BSO Young Associate music leaders. Following international attention for igniting change, BSO Resound — the world's first professional disabled-led ensemble at the core of a major orchestra, and winner of the 2019 Royal Philharmonic Society's Impact Award — continues to challenge perceptions.

*“The Bournemouth Symphony Orchestra’s concert at the refurbished venue felt like a heartening start to a new era for Bristol’s cultural scene.”* (The Daily Telegraph)

*“We took our 11-year-old autistic son. He Loves Music, but we never would have imagined that we could have done something like this. We found ourselves 50 minutes in smiling ear to ear watching him soak up the music. It was amazing.”*

Yeovil audience member (BSO On Your Doorstep)

## 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.



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## Resident across the South and South West of England

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.

Given BSO's unique remit covering 10,000 square miles of the South and South West of England, the Board is seeking to appoint two Trustees to help build BSO's presence and connections regionally and nationally. We hope that our new Trustees will help develop the Company's links across Corporate, Civic and Community life.

## Finance Focus

The BSO is seeking a trustee with Director of Finance experience who can lead on financial matters on behalf of the Board. Experience as a chief finance officer in the business, charity or education sectors would be preferable. The role involves chairing the Board's Finance & Resources Sub-Committee which meets four times a year, on each occasion two weeks prior to Board meetings. Key aspects of the role are providing support and constructive challenge to the Head of Finance & Operations in respect of financial strategy, planning and decision making as well as scrutinising the management of accounts and audit reports.

## Bristol focus

In December 2023 the BSO became Orchestra in Residence at the transformed Bristol Beacon concert hall, heralding a new chapter for the city's cultural story. The BSO's 2023/24 season at Bristol Beacon features not only world class artists but will include music for all ages across the year and hundreds of school children will experience live orchestral music at the BSO's *Explore the Orchestra* schools' concerts in Bristol.

Through this recruitment, BSO are looking for individuals who can help the company build resilience for the business in Bristol and across the South West, developing new supportive relationships centred around the fact we are currently Bristol Beacon's Orchestra in Residence. It is hoped that at least one of the two new Trustees appointed will be Bristol based.

## Experience

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.

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BSO is committed to ensuring that BSO's leadership, governance and workforce represent the diversity of the communities we serve, with trustees who can advise and support the BSO on its ongoing journey.

## Current Trustees

Andrew Flockhart (Chair)  
Annette D'Abreo (Deputy Chair)  
Emma Chamberlain  
Jonathan Clark  
Adrian Dunford  
Matt King (Musician Trustee)  
Deborah Leask  
Mary O'Sullivan  
Carol Paige (Musician Trustee)  
Jaqueline Swift

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

## Overall responsibilities of the Board

- to be legally responsible for the proper discharge of public monies;
- to exercise overall control of the organisation's financial affairs on behalf of all stakeholders;
- to ensure the Company complies with regulatory and statutory requirements;
- to provide security and continuity for the company;
- to manage and anticipate risk;
- 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;
- 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;
- to act in the best interests of the Company;
- to be alert to external factors affecting the BSO;
- to keep Governance under review;
- to uphold best practice.

## Trustee duties and responsibilities

- to understand the Company's business;
- to assist with the development of the Company's fundraising efforts;
- to contribute to the work of the Board;

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- to ensure any conflicts of interest are clearly identified and declared;
- to provide practical advice;
- to represent the Company positively and consistently to outside contacts.

## 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. The meetings are generally held in person in Poole but also offer a remote option to join online.

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, Nicola Fulker – [nfulker@bsorchestra.co.uk](mailto:nfulker@bsorchestra.co.uk)

Please also attach a CV. The information should be submitted by 27 June 2025.

## Interviews will be held in Poole at the beginning of July, Provisionally 7 July.

If you would like an informal conversation about the Board or Charity with either Andrew Flockhart or Dougie Scarfe, please contact Nicola Fulker to make arrangements – [nfulker@bsorchestra.co.uk](mailto:nfulker@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.

*"These events make you feel that you're not alone"* (Cake Concert participant)

*"When it comes to bold concert programming, it's not necessarily the London orchestras that lead the way [...] for the past 15 years it's been the Ukrainian chief conductor of the BSO Kirill Karabits"* (The Daily Telegraph)