



Recruitment Pack

Board Recruitment

Role and Person Specification

Introduction

Scottish Ensemble is known as a sector leader in innovation in classical music. Our distinctive programme looks and feels significantly different to conventional classical music performances – with a focus on visually striking production, eclectic musical programming that blurs boundaries between genres and centuries, and an experiential approach to venue selection and audience interaction. Our projects include the radical meeting of baroque music and cutting-edge contemporary dance in Goldberg Variations, cross-genre collaborations with superstar sitarist Jasdeep Singh Degun and acclaimed Scottish folk duo Chris Stout and Catriona McKay, and a new strand of work promoting wellbeing through music, inspired by a multi-year partnership with cancer care charity Maggie's and now making a difference in the lives of young people, New Scots and those living with complex health conditions.

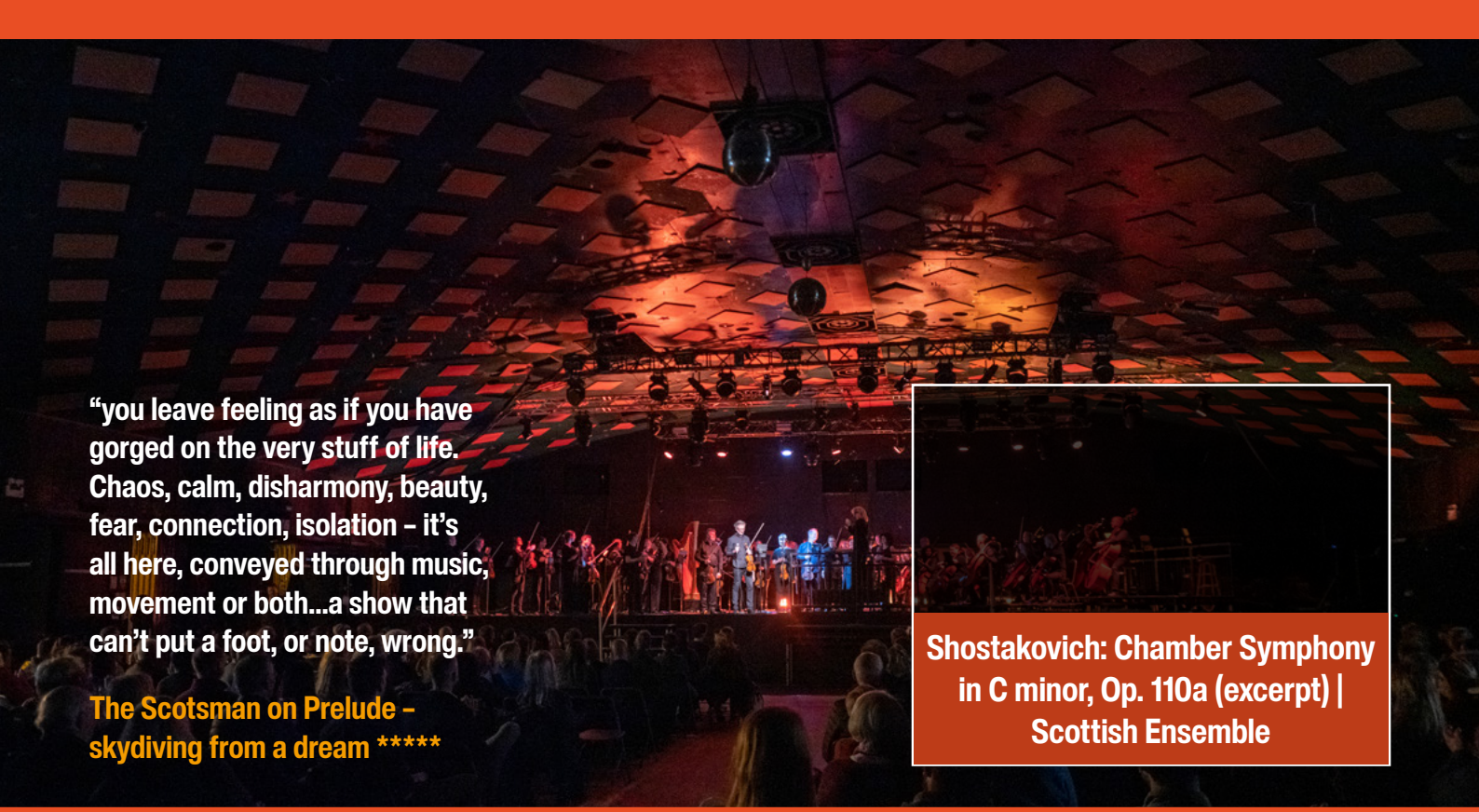
Having come through the pandemic in a positive position with some highly successful digital projects – including one which was awarded the Innovation Award at Classical:NEXT (classical music's biggest worldwide conference)– and having seen audiences now return with confidence, we are now looking ahead with renewed ambition, reaffirming our place as a disruptor within the sector.

In what is a challenging funding environment for all charitable organisations, and with a new application to principal funder Creative Scotland in progress, Scottish Ensemble is seeking new Trustees to support it to further develop and maximise a resilient business model, in order to reach more people and create ever-more exhilarating performances.

With some significant retirements from the current board coming in the next 12 months, the board are seeking to welcome two new Trustees and ensure adequate time for handovers. Particular fields of interest are outlined later in this document, and the current Trustees are eager to ensure diverse perspectives and knowledge informs a successful next phase in Scottish Ensemble's development.

Our board is dynamic and inclusive in culture, and supports the executive team to develop new ideas from a base of sound and rigorous strategic thinking. We hope you might be interested in working with us at this exciting moment in our organisation's history.





“you leave feeling as if you have gorged on the very stuff of life. Chaos, calm, disharmony, beauty, fear, connection, isolation – it’s all here, conveyed through music, movement or both...a show that can’t put a foot, or note, wrong.”

The Scotsman on Prelude – skydiving from a dream *****

Shostakovich: Chamber Symphony in C minor, Op. 110a (excerpt) | Scottish Ensemble

Key information

Meeting locations

Glasgow

Time commitment

Four Board Meetings and four Finance & General Purposes Committee Meetings per year, plus an annual Away Day.

Board Leads on key areas also commit to two meetings each year with representatives of the executive team, and to act as a sounding board (e.g. on Programming; Health & Safety; Equalities, Diversity & Inclusion; Creative Learning & Safeguarding).

From time to time, individual Trustees also participate in temporary sub-committees (e.g. Nominations Committee).

Trustees also regularly attends performances and occasionally represent us at events.

Remuneration


Trustee roles are not accompanied by any financial remuneration, though reasonable travel expenses are offered. We strongly encourage sustainable travel options.

Board Terms

The period of appointment for all Trustees is three years in the first instance. Appointments may be renewed thereafter for further periods (of variable length but not exceeding three years). Cumulative periods of appointment will normally be for a maximum period of ten years.

To apply

Send a CV and covering letter to Tom Lovatt, General Manager at tom.lovatt@scottishensemble.co.uk by 12pm Monday 13 May. Video and audio recordings are also happily accepted in place of a covering letter. Please ensure these are of no more than 4 minutes in length.



“I doubt I’ll hear string playing as thoughtful, profound and sensationally warm again this year.”

The Times ****

Touring as a Musician... Behind the Scenes with Scottish Ensemble on their Netherlands Tour

Trustee Responsibilities

Our highly engaged Trustees share the full range of their experience and expertise with Scottish Ensemble across a range of responsibilities, including:

- Developing, setting and advocating for the vision, mission and values of Scottish Ensemble – and acting as a champion for all parts of our work
- Strategic planning, evaluation and decision-making, ensuring the company has appropriate resources and operational models to achieve its goals
- Risk management and horizon scanning
- Fiduciary responsibilities including scrutinising management and statutory accounts
- Ensuring compliance, transparency and accountability in line with governing documents, and legal obligations, as well as in reporting to funders and regulators
- Positively participating in board development initiatives or training
- Supporting the Executive Director and the executive team, acting as a critical friend
- Being an active and visible ambassador for Scottish Ensemble within personal networks and with all key stakeholders, including through attending performances
- Cultivating connections which may be of benefit to Scottish Ensemble

We aim to support all our Trustees to feel comfortable and confident in executing their responsibilities. Training will be offered to any Trustees new to Boards, or to those looking to refresh their knowledge on any aspect of their responsibilities. Training will be provided either via external courses by industry recommended providers, or via mentoring (internal or external depending on individual needs and circumstances).



Person Specification

In light of a recent skills audit, timelines for current trustee retirements, and the strategic needs of the organisation at this period of development, the Trustees are particularly seeking experience in the following areas (with an expectation that candidates bring skills in one of these areas, not all):

- Strategic financial management and/or accountancy, with a view to this individual in future becoming Chair of the Finance & General Purposes Committee
- Legal expertise, particularly charity and/or employment law, with a view to this individual in future becoming a member of the Finance & General Purposes Committee

More generally, we are looking for individuals who demonstrate:

- Good understanding at board level, particularly in innovation-focused organisations. This could have been gained via executive experience or board observing, and need not be via a previous board role. (NB. For the Chair of the Finance & General Purposes Committee, some previous board experience is essential).
- A general interest in music and/or passion for the performing arts
- Strong critical strategic thinking skills and an ability to challenge constructively
- A commitment to principles of equality, diversity and inclusion
- A commitment to environmental sustainability and a desire to work pro-actively in ensuring SE adapts at pace to the climate crisis
- Connections across Scotland and the UK that may generate new opportunities or ideas for SE

We positively encourage people from all backgrounds to apply and are seeking to ensure our board reflects the diversity of contemporary Scotland, and of our audiences. As mentioned above, we are committed to supporting anyone joining a board for the first time or looking to refresh skills via mentoring and wider training. Digital participation in board meetings is also supported, though we hope all board members will be able to regularly engage with the organisation in person in ways accommodated by their circumstances.



Scottish Ensemble Mission

Scottish Ensemble creates one-off, exhilarating musical experiences which deepen connections between audiences and artists, and enhance wellbeing.

Scottish Ensemble Core Values

WE ARE A SMALL AND MIGHTY INNOVATOR

We aim to stand out from the crowd thanks to the power, quality and fresh-thinking behind all of our work. We push ourselves to push boundaries, and we strive to be a sector-leader when it comes to developing innovative approaches to classical music performance.

WE DON'T MAKE PERFORMANCES ALONE

We perform at our best when the people we work with and play for feel welcome, included and empowered. As a group of performers, we have a strong sense of community, and we aim to ensure all our collaborators and audiences feel part of this community when interacting with us. We create work open-mindedly and with a desire to learn, share, and see the world from diverse perspectives.

WE EMBRACE INTENSITY

We want each of our projects to have a unique creative vitality. There is no such thing as a 'standard' Scottish Ensemble performance; we go all-in on whatever we are creating.

WE HOLD OURSELVES TO ACCOUNT

We communicate honestly and respectfully; acknowledge when we don't succeed; tackle challenges head on; and act responsibly on global issues. You can trust us to have high standards in everything we do.



Anna Meredith: Tull

Governance & Funding Information

The Board of Scottish Ensemble currently comprises ten lay directors and three player directors, including SE's Artistic Director, Jonathan Morton. The Chair of the Board is Morag Burnett, who has a background in the arts, NGOs and grant-giving foundations.

Full biographies of our current Trustees can be found [here](#).

In addition to the main board, a Finance & General Purposes Committee meets quarterly prior to board meetings, chaired by Lesley Watt, an experienced Chartered Accountant and CFO, who is due to retire from the Board at the end of 2024.

Scottish Ensemble is a Creative Scotland Regularly Funded Organisation, as well as a regular recipient of support from some of Scotland's Local Authorities. This statutory funding represents around 35%-40% of the organisation's £1m turnover.

We have a successful track record of attracting support from trusts and foundations, and a committed group of regular donors. Fundraised income generally represents around 25% of turnover. Box office income and engagement fees, and orchestral tax relief make up the remainder of Scottish Ensemble's resources.

Our reserves policy protects 9 months of running costs, and the organisation also has a designated Development Fund which is used strategically by the board to underwrite/enable key initiatives or pilots.



“one of the most thoughtful and coherent programmes of contemporary chamber music in recent history... rarely has this land’s musical community spoken as eloquently of an outward and forward looking approach to its roots and heritage.”

The Herald *****

Creative Energy:
a workshop exploring the future of energy through musical creativity

Interviews, Shortlisting and Induction Process

Shortlisted candidates will be offered an interview with members of the Scottish Ensemble board and the Executive Director during the weeks commencing Monday 27 May and Monday 3 June.

New Trustees will have the opportunity for individual meetings with the Chair, Executive Director, and Artistic Director, as well as a visit to SE’s offices, an introduction to the team (in particular any staff members with whom you might be working most closely), and an introduction to SE’s musicians at the first relevant performance.

Trustees will also receive a full (digital) induction pack with copies of all relevant company and board documents, previous annual reports, accounts, minutes of recent meetings, policies and procedures, and evidence of recent organisational output (eg. marketing materials, supporter materials, reviews, films, reports).

General Company Information

Our biography can be found [here](#) and history [here](#)

The most recent audited accounts can be viewed [here](#)

Scottish Ensemble’s Privacy Statement can be viewed [here](#)

Our Environmental Policy can be viewed [here](#)

Contact Information

Scottish Ensemble
Centre for Contemporary Arts
350 Sauchiehall Street
Glasgow
G2 3 JD

www.scottishensemble.co.uk

Members of Scottish Ensemble's Executive Team and Board would be delighted to answer any questions interested parties might have. Please contact our Development Manager on claire.gauci@scottishensemble.co.uk / 0141 332 4747 to arrange a call or to pass on questions to any of the following parties:

Morag Burnett..... Chair of the Board
Lesley Watt Chair of the Finance & General Purposes Committee
Catherine Ferrell..... Executive Director
Kimberley Godley-Hendon.. Director of Finance



“To merge different traditions and practices successfully and meaningfully takes intelligence, patience, respect and, perhaps most importantly, time! It was cheering that these qualities were displayed in this performance, which was most definitely a whole greater than the sum of its parts.”

The Arts Desk on Jasdeep Singh Degun with Scottish Ensemble ****