

A high-angle, wide shot of a Scottish Ensemble performance. The ensemble, consisting of musicians playing violins, violas, cellos, and double basses, is arranged in a semi-circle on a dark stage. They are illuminated by bright, vertical stage lights. An audience of diverse ages and ethnicities is seated in the foreground, clapping and watching the performance. The setting appears to be a rehearsal space or a small venue with a brick wall in the background.

scottish  
ensemble

# Scottish Ensemble Board Recruitment Information Pack



# Introduction

Having recently given the 50th performance of its acclaimed collaboration Goldberg Variations – ternary patterns for insomnia, and with a new ‘Music for Wellbeing’ project in development (inspired by a multi-year partnership with cancer care charity *Maggie’s Centres*), Scottish Ensemble continues to be known as a sector leader in innovation in classical music. Its distinctive projects look and feel 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.

Having come through the pandemic in a positive position with some highly successful digital projects – including one which was awarded the Classical:NEXT Innovation Award – and having seen audiences now return with confidence, the group is looking ahead with renewed ambition. In what is a challenging funding environment for all charitable organisations, Scottish Ensemble is well-placed to build on a solid financial situation and look forward with ambition. With a new application to principal funder Creative Scotland just around the corner, 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 a number of significant retirements from the current Board coming in the next 24 months, the Board is seeking to welcome several new Trustees and ensure time for extended 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 SE’s development.

SE’s 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.



**Play Video**

**Captivating audiences through  
collaboration and ground-breaking  
programming**



# Scottish Ensemble Mission

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







# Core Values

## **WE ARE A SMALL BUT 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.

“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**

★★★★★

# Key information

<b>Meeting locations</b>	Glasgow
<b>Time commitment</b>	<p>Four Board Meetings per year, plus an annual Away Day.</p> <p>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 &amp; Safety; Equalities, Diversity &amp; Inclusion; Creative Learning &amp; Safeguarding).</p> <p>From time to time, individual Trustees also participate in temporary sub-committees (eg. Nominations Committee).</p> <p>Trustees also regularly attend SE’s performances and occasionally represent SE at events.</p>
<b>Remuneration</b>	Trustee roles are not accompanied by any financial remuneration, though reasonable travel expenses are offered. SE encourages sustainable travel options.
<b>Board Terms</b>	<p>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.</p>
<b>To apply</b>	Send a CV and covering letter to <a href="mailto:applications@fwbparkbrown.com">applications@fwbparkbrown.com</a> by Friday 23 June. Video or audio recordings are also happily accepted in place of a covering letter. Please ensure these are of no more than 4 minutes in length.

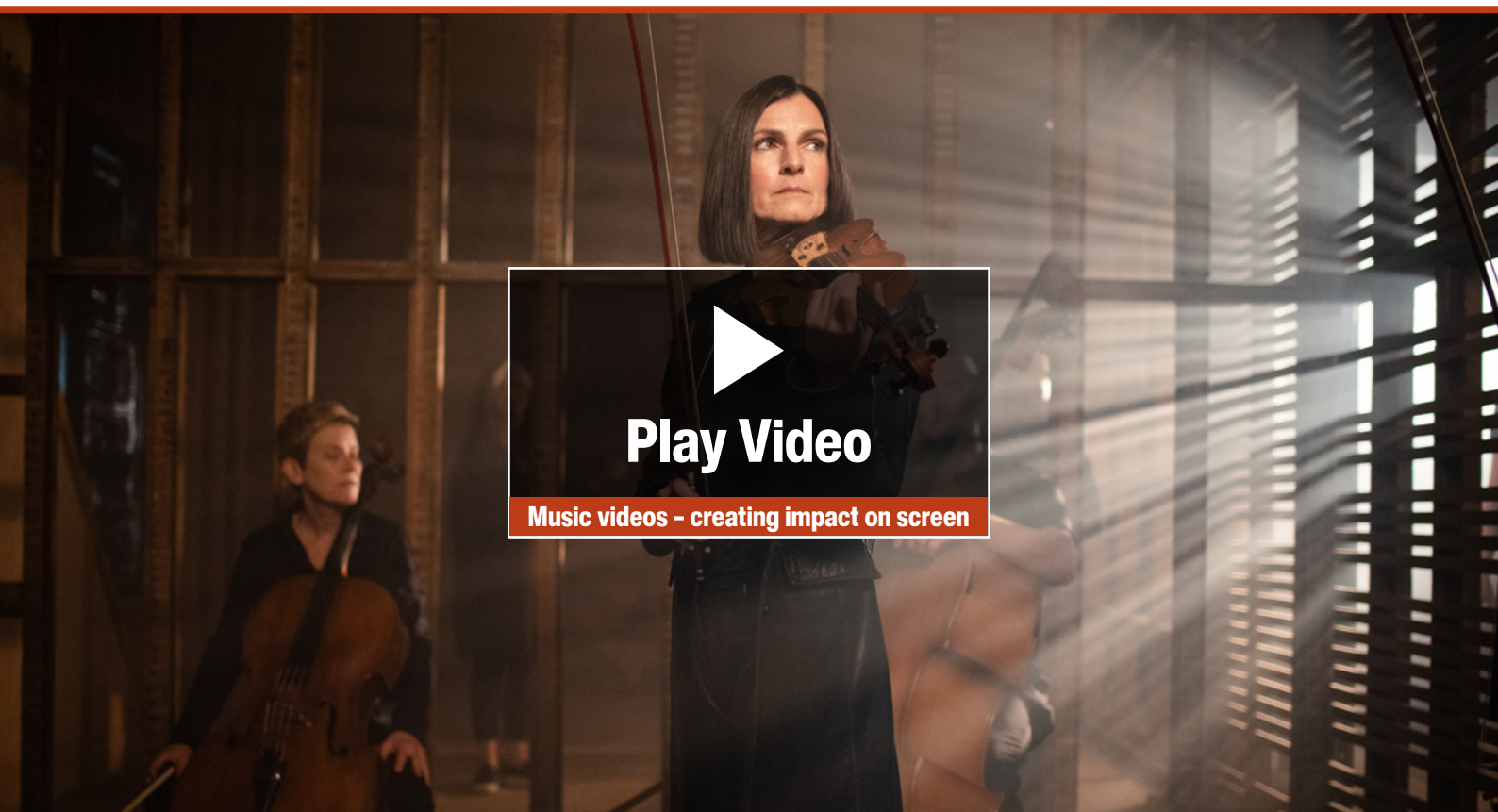


# Trustee Responsibilities

SE's highly engaged Trustees share the full range of their experience and expertise with SE across a range of responsibilities, including:

- Developing, setting and advocating for the vision, mission and values of SE – and acting as a champion for all parts of SE's 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 Chief Executive and the executive team, acting as a critical friend
- Being an active and visible ambassador for SE within personal networks and with all key stakeholders, including through attending performances
- Cultivating connections which may be of benefit to SE

SE aims to support all its 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 expertise or experience in the following areas (with an expectation that candidates bring skills in one or more of these areas):

- Strategic financial management and/or accountancy, with a view to this individual becoming a potential future Chair of the Finance & General Purposes Committee
- Fundraising, in order to strengthen and diversify SE's network of potential funders and philanthropists
- Marketing, looking at all potential opportunities to support the development of SE's brand across multiple media
- Corporate governance, to ensure Scottish Ensemble continues to exemplify best practice across the organisation

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 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.



# 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 Chairman of the Board is Jeff Fergus, who has a background in advertising and marketing, while Vice Chair Morag Burnett brings experience from the arts, NGOs and grant-giving foundations.

Full biographies of SE's 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.

SE's has 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 SE's resources.

SE reserves policy protects nine 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.





# Interviews, Shortlisting and Induction Process

Scottish Ensemble is working with FWB Park Brown on this board recruitment process. Initial conversations will be held with all eligible candidates, following which a shortlist will be recommended.

Shortlisted candidates will be offered an interview with members of the Scottish Ensemble Board and the Chief Executive during the week commencing Monday 10th July, and the subsequent week.

New Trustees will have the opportunity for individual meetings with the Chair, Chief Executive 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).

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**“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 ★★★★★**



**The Bridge – a European collaborative festival**



**Artistic Director Jonathan Morton**



**in Sync – for family audiences**

# General Company Information

SE's biography can be found [here](#) and history [here](#)

SE's most recent audited accounts can be viewed [here](#)

SE's Privacy Statement can be viewed [here](#)

SE's Environmental Policy can be viewed [here](#)

## Contact Information

### Scottish Ensemble

Centre for Contemporary Arts  
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Glasgow  
G2 3 JD

[www.scottishensemble.co.uk](http://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 Officer on [claire.gauci@scottishensemble.co.uk](mailto:claire.gauci@scottishensemble.co.uk) / 0141 332 4747 to arrange a call or to pass on questions to any of the following parties:

**Jeff Fergus**  
Chairman

**Lesley Watt**  
Chair of the Finance & General Purposes Committee

**Morag Burnett**  
Vice Chair / Chair Designate

**Jenny Jamison**  
Chief Executive

