

RSNO

SCOTLAND'S NATIONAL
ORCHESTRA



For the Appointment of
Chair

FWB Park Brown
Executive Search

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Introduction from our Chief Executive, Alistair Mackie

Dear Colleague,

Thank you for your interest in the position of Board Chair of the Royal Scottish National Orchestra. It has been my privilege to have worked alongside Dame Susan Bruce since I took up my post of CEO in April 2019. Now, we are looking for an outstanding individual to build on Sue's excellent eight years of leadership.



Despite the unprecedented challenges facing the cultural sector in recent years the RSNO has remained financially stable. Our evolution and innovation through and beyond the pandemic years places us in a strong position to navigate an increasingly complex and unpredictable funding landscape. At the heart of everything we do is a drive to build an orchestra that is indisputably world class and to make that orchestra a resource that is relevant and accessible to the diverse communities of Scotland. We are developing a touring strategy that will ensure the RSNO is recognised as a member of the European elite ensembles and through that, serve as a key cultural ambassador for a modern and vibrant Scotland.

The Orchestra schedule has changed rapidly over the last two years to reflect three overlapping and complementary strands – our concert programme, our community focus and our drive to be more sustainable via commercial innovation.

Concerts

Our core work will always be concerts and under the artistic leadership of Thomas Søndergård, the Orchestra has been repeatedly recognised as reaching the highest international standards. Repeat invitations to key European venues and a season long set of outstanding reviews stand as testament to the ever-increasing quality of music-making at the RSNO.

Community

The current year will see nearly 50 separate community engagement projects focused on education, health and well-being. Delivered through a combination of live and digital initiatives, we now reach more people through these community focused projects than through our concert work. The educational and health benefits

of music are becoming increasingly recognised and our extensive efforts to support and improve music education throughout the UK has demonstrable social and economic benefits.

Commercial

Our commercial activity has grown enormously over the past two years following sizeable investment in the digital infrastructure of our Glasgow base. Upgraded to a fully functioning commercial studio, we now record major film, television and game scores alongside our own audio-visual productions that extend from streamed concerts to animated children's film. The partnerships we are developing not only support significant extra income but also place our work in front of a more diverse global audience.

I've been involved in the leadership of musical organisations in London and Scotland for nearly twenty years and I have never experienced a more vibrant and dedicated board as the one of the RSNO. Nor have I had the privilege of working alongside more passionate and talented colleagues that span both the executive team and player group. There are enormous challenges ahead, but I believe the next Chair of the RSNO will lead an exceptional and unique group of people united around a shared belief that music can enrich society, deliver economic benefits and help define Scotland at home and abroad as a progressive, caring and creative country.





RSNO Overview

The Royal Scottish National Orchestra (RSNO) has an established history stretching back over a hundred years. It is one of Scotland's national performing companies and an ensemble with a variety, quantity and quality of work that is unparalleled among British orchestras. The reputation of the Orchestra's back catalogue, performance track record, its wide-ranging learning and engagement programme, the loyalty of its audience and supporters, and the passion of musicians, staff, directors are key assets in building a successful future.

In terms of structure, the RSNO is unique in being a hybrid of a self-governing orchestra and managed orchestra. This ensures that the players, as the majority members of the Society, have the final say about who is elected to be a Director. However, the Board is autonomous and will make strategic decisions about the Society without further input by the members.

The Board employs professional managers to manage the Society. The Board does not get involved in issues which they have delegated to those managers. Therefore, the day to day running of the Society is the responsibility of the Chief Executive and the management team.

RSNO Mission, Vision and Values

OUR MISSION

We are Scotland's National Orchestra, here for everyone. We make great music with the power to inspire, to uplift and to enrich lives.

OUR VISION

Our music-making will engage hundreds of thousands of people every year, nationally and internationally, in person and online – bringing joy, connecting communities, and building skills, confidence and pride in Scotland.

OUR VALUES

Open: Tastes are broad and bold. We embrace a wide repertoire. We welcome people warmly. We take creative risks. We encourage new talent. We listen and learn. We are accountable for our actions.

Connected: We gather people in inspiring shared experiences. We listen and respond to what communities need using technology to broaden our reach. We work as one team, respecting and supporting each other. We relish working with our partners to play our part in creating a more equitable arts ecosystem for Scotland.

Committed: Everything we do, we do to the best of our ability. We honour all audiences and repertoires with parity of esteem. With humility, we generate cultural, economic and social value.





Summary of Experience and Skills Required

The RSNO Board Chair leads and supports the RSNO's Board of Directors.

The successful candidate will have:

- Proven experience in a leadership role within Scotland.
- Connections across Scotland which they are willing to use in support of the RSNO.
- The credentials to lead, guide and support RSNO strategy.
- A strong commitment to the principles underlying the work of the RSNO and the importance of music in society.
- A passion for classical music and/or arts.
- An understanding and commitment to diversity and inclusion.
- Excellent communication, interpersonal and strong negotiation skills.
- Strong understanding of financial planning and budgeting.
- A demonstrated ability to cultivate donors.
- The experience to act as an ambassador for the RSNO promoting awareness and interest.
- Legal and governance experience gained at a strategic level, ideally with experience from another trustee role.
- An understanding of the non-executive role of Trustees and the Board.

Role and Responsibilities

Leader of the Board

- Provide strategic leadership to all RSNO Trustees and CEO, ensuring the RSNO's mission, vision and values are lived and communicated.
- Ensure the highest levels of governance for the Society.
- Set the agenda, chair board meetings and lead discussions that make informed decisions regarding the RSNO's strategy, policies, procedures, finances and priorities.
- Oversee the development and implementation of policies related to governance, ethics, and risk management.
- Create and maintain an inclusive board culture that encourages respect, collaboration, transparency, strong communication and effective decision making.

Financial Responsibilities

- Sit as an ex officio member of the RSNO Finance Committee.
- Ensure a thorough understanding of the Society's financial plans, budgets and management accounts.
- Possess a sound level of commercial acumen and an understanding of finance and fundraising.

Development and Advocacy Responsibilities

- Actively support the RSNO's fundraising activities by acting as a key ambassador for the Orchestra at home and overseas.
- The Chair is expected to regularly attend concerts, and occasionally tours, in their ambassador capacity.
- Build and maintain relationships with Scottish Government, donors, patrons, trusts and sponsors.
- Promote campaigns, events and appeals to secure financial support for all the Orchestra's activity.
- Support the Orchestra's public relations activities, acting as a spokesperson and meeting media, stakeholders, politicians and Government officials.
- Share networks and contacts in support of the RSNO.

Artistic Support

- Support the work of the Music Director, CEO and Artistic Team to create engaging programmes for audiences across Scotland.
- Develop a strong relationship with the player Board Members.

- Understand and support succession planning for Artistic Team.
- Encourage the exploration of new repertoire, collaborations with renowned artists, and initiatives that enhance the Orchestra's artistic reputation.

Social and Community Support

- Represent the Orchestra in communities across Scotland by being an advocate for the RSNO's educational and engagement initiatives.
- Support the Society's efforts to expand the RSNO's reach and to diversify its audience base.

Board Development and Succession Planning

- Facilitate appropriate training for board members to enhance their effectiveness.
- Sit as an ex officio member on the RSNO's Nominations Committee.
- Support the RSNO's Nominations Committee to identify and recruit new board members.

Legal and Ethical Standards

- Ensure the board complies with OSCR's guidelines for Good Practice for Charity Trustees.
- Ensure the Society operates in compliance with all relevant laws, regulations, and ethical standards.

Terms of appointment

- The role is unremunerated. Reasonable, pre-agreed travel expenses will be reimbursed.
- The successful candidate will be expected to undertake the appropriate legal responsibilities of a charity trustee and Elected Director.

Time Commitment

- The initial appointment is for a three-year term. The maximum number of terms is two.
- There are approximately six board meetings per year.
- Regular attendance at RSNO events is expected.

Further Information

For further information or a confidential discussion, please contact Ailsa Sutherland on:

applications@fwbparkbrown.com

Or alternatively, you can contact our Edinburgh office by phone on +44 131 539 7087.



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