



SCOTLAND'S NATIONAL  
ORCHESTRA

## CANDIDATE BRIEFING DOCUMENT

Chief Executive  
Royal Scottish National Orchestra

September 2018



## 1. Opening Statement

The Royal Scottish National Orchestra (RSNO) has a long and magnificent history spanning over 125 years. Scotland's National Orchestra is proud to be one of Europe's leading cultural organisations, one of Scotland's most accessible arts organisations and an ensemble with an exceptional variety, quantity and quality of work.

For over a century, outstanding conductors and soloists have performed with our musicians; from *Sir John Barbirolli* to *Dame Janet Baker*, from *Yehudi Menuhin* to *Luciano Pavarotti*, from *Valery Gergiev* to Scotland's own *Nicola Benedetti*. Our past inspires our future.

The RSNO's new centre of musical excellence in Scotland presents exciting opportunities to extend the Orchestra's reach in Scotland and internationally. This hub for rehearsing, performing, recording and education has opened up the RSNO to new and broader audiences and the impact of this extends far beyond the confines of the building's walls. The RSNO has long celebrated an impressive international reputation, particularly through its extensive and prestigious discography which attracts recognition across continents. Over the coming years, we will develop the Orchestra's international reach, reputation and ambassadorial position via a developing programme of touring, recording, broadcasting, streaming and online distribution.

The RSNO Centre also provides a dedicated base for the delivery of an extensive learning and engagement programme and has inspired the launch of RSNO Music for Life. This ambitious programme of engagement has wide reach and features high-quality music-making for every stage of life, from early years to retirement.

Underpinning all of this is a long and important tradition of performing great symphonic and choral works. Our creativity today builds on a rich history and heritage, the loyalty of our audiences and supporters, and the passion of our musicians, staff and directors. This lays the foundations for future success and presents an exciting opportunity for the incoming Chief Executive.

For a full biography and history of the RSNO please visit: [rsno.org.uk/about](https://rsno.org.uk/about)

## 2. RSNO Overview

The RSNO has experienced significant development over the last decade. The incoming RSNO Chief Executive will inherit an organisation in excellent artistic, institutional, reputational and financial health. A brief summary follows.

### **RSNO Centre: A Hub for a 21st Century Orchestra**

In 2011, the RSNO launched its New Home: New Ambitions campaign, an organisation wide initiative to create a purpose-built centre of excellence for the RSNO, located in the heart of Glasgow, Scotland's UNESCO City of Music. In 2015 the Orchestra moved into its new world class rehearsal and performance facility, integrated with the Glasgow Royal Concert Hall.

Now that the RSNO Centre is up and running, the opportunities it provides are enormous. The building features: a new 600-seat auditorium for rehearsals and performances; a state-of-the-art learning, education and community hub; fully integrated digital technologies for recording, composing, music-making, broadcasting and streaming music; a fully equipped library; individual and ensemble rehearsal rooms and administrative offices. The acoustic clarity and precision of the new auditorium were key to its design and enables the Orchestra to work with much greater awareness, depth and precision. The hall is also fully flexible with moving walls and acoustic banners, enabling it to convert from rehearsal hall to world class performance venue for chamber concerts and other small-scale events.

This space presents unique opportunities for the incoming Chief Executive to realise new ambitions for the RSNO.

### **Artistic Ambition**

The RSNO continues to grow and develop artistically, retaining the exciting and passionate performances that have always characterised the ensemble, whilst evolving a more nuanced approach to sound, colour and phrasing, particularly thanks to the fabulous new rehearsal space.

The Orchestra has enjoyed increasingly diverse and interesting seasons of both established and more experimental programmes. These have ranged from emotional performances of Mahler symphonies to the exploration of works of twentieth century American composers to a new series of film concerts “RSNO at the Movies”. During this period, the RSNO has increased the number, geographical spread and type of performance produced and as such has reached a wider demographic than ever before.

The past decade has also seen the Orchestra returning to the international circuit, with highly prestigious appearances in Amsterdam, Munich, Paris, Luxembourg, Baden-Baden, Vienna and Aix-en-Provence. In 2012/13 the Orchestra undertook a successful first tour of China led by Peter Oundjian and in 2017/18 secured its first return tour to the United States in over 35 years. This tour was the catalyst for establishing 501©(3) status, which enables the RSNO to fundraise in the USA. Following this tour the RSNO secured a prestigious 2019 tour to Los Angeles and the West Coast of the United States.

The Orchestra is also connecting with more people across the whole of Scotland through a strengthened programme of regional touring.

This year the Orchestra is preparing to welcome Thomas Søndergård as its new Music Director and Elim Chan as the new Principal Guest Conductor. Maestro Søndergård's first Season features a glittering guestlist of some of the biggest names in classical music. Highlights include a Mahler symphony cycle as well as appearances by Nicola Benedetti, Anne-Sophie Mutter, Francesco Piemontesi, Catriona Morison, Alexander Gavrylyuk and Johannes Moser.

### **Learning and Engagement**

The move to the RSNO's new home has enabled the launch of an ambitious programme of learning and engagement activity, Music for Life. This initiative has population wide reach, featuring opportunities for people to engage with high-quality orchestral music at every stage of life, from early years to retirement, no matter what their circumstances. A vital strand of this work is the RSNO National Schools Concerts Programme. This programme has reached more than 2,400 young people since its launch at the end of 2016.

### **RSNO Choruses**

Integral to the Orchestra's activities are the RSNO Junior and Adult choruses, with 400 and 120 members respectively. The RSNO Junior Chorus follows the Kodály method of training with children aged 8–18. The adult RSNO Chorus was formed in 1843 to sing the first full performance of Handel's *Messiah* in Scotland. Gregory Batsleer has held the position of Chorus Director since 2015.

### **Audiences, Partners and Supporters**

Over the past decade the RSNO has transformed its subscription offering and now has more than twice the number of subscribers in Glasgow, and nearly three-times as many in Edinburgh, than in 2005. Ticket income is at record levels, now netting over £1.25 million per annum. A strategic focus on pricing has resulted in increased ticket yields year on year.

The organisation continues its track record of generating year on year actual increases in income in our two main profit generating centres of Glasgow and Edinburgh, with an increase of 4.5% in 2017:18.

Over 1,800 households currently subscribe to RSNO Season concerts across Scotland. Over 80% of subscribers renew their subscription from year to year and their sales continue to amount for nearly 50% of ticket income for our main Season concerts.

Young people continue to attend our concerts in even greater numbers than before. In 2017:18 nearly 15% of our concert attenders were aged 25 or younger and purchased their tickets through our Under 26 and Under 16 schemes. For some performances this was even higher, peaking at 31% for our recent *Star Wars* concerts. To help bridge the gap between Under 26s and subscribers we have recently introduced a Young Professionals scheme which is designed to encourage repeat attendance from 26–40 year olds.

The growth and maintenance of highly positive relationships with funders, supporters and partners is of fundamental importance to the organisation. The Orchestra's achievements have been made possible through continued support from the Scottish Government, local authorities, corporate partners, trusts, foundations and individuals. The successful *New Home: New Ambitions* campaign achieved over £18 million towards the capital costs of the Orchestra's new home at Glasgow Royal Concert Hall and raised a record amount towards its annual revenue activity from public, charitable, corporate and individual fundraising. The organisation has a group of extremely loyal donors who are proud to support Scotland's National Orchestra.

Successful external partnerships include joint ventures with Classic FM, the National Trust for Scotland, Glasgow Airport and the RSNO's main performance venues.

#### **Finances**

The RSNO's finances are healthy and stable, underpinned by the support of the Scottish Government, significant growth in ticket sales in recent years, strong performances in development income despite a challenging environment and healthy levels of earned income via tours, hired engagements and recordings. The organisation has achieved operational surpluses for each of the last three years. The RSNO's annual turnover is £7.6 million. Over 60% of this is grant income from the Scottish Government and Local Authorities, around 30% from ticket sales and development income and 10% from commercial sources.

### 3. Further Information

Downloadable versions of next Season's programme can be found at:  
**[rsno.org.uk/season1819](http://rsno.org.uk/season1819)**

The 2016/17 Annual Report can be found at:  
**[rsno.org.uk/annual-report](http://rsno.org.uk/annual-report)**

For more information on the RSNO, its activities, staff, Music Director and Board please visit:  
**[rsno.org.uk](http://rsno.org.uk)**

The offices of the RSNO are based in Glasgow. One of Europe's most vibrant, dynamic and stylish cities and home to four out of five of Scotland's National Performing Companies, the city offers an abundance of cultural experiences and affordable living options.

For more general information on Glasgow and Scotland, please visit:

**[peoplemakeglasgow.com](http://peoplemakeglasgow.com)**

**[gov.scot](http://gov.scot)**

**[visitscotland.com](http://visitscotland.com)**

## 4. The Role of Chief Executive

The role of the Chief Executive of the Royal Scottish National Orchestra is to lead, direct and manage the organisation, ensuring financial stability and artistic excellence through the development, implementation and review of the Orchestra's strategic and artistic plans in collaboration with the Board and the Music Director. The Chief Executive is the main external representative and spokesperson for the RSNO.

The Chief Executive is an *ex officio* member of the RSNO's Board of Directors. He/she reports to the Chair and has direct responsibility for the senior management team: Director of Concerts and Engagement, Director of External Relations and Director of Finance and Corporate Services.

The Music Director reports to the Chief Executive, forming a collaborative working relationship which is fundamental to the success of the RSNO.

## 5. Key Responsibilities

The overall scope of responsibilities are:

### **Leadership**

- Lead a strong, co-ordinated, empowered and effective management team, promoting best practice and equality of opportunity.
- Embrace and nurture the collaborative and positive culture of the organisation, creating a working environment where musicians and staff feel valued and can develop and flourish.
- Provide a clear sense of direction, motivation and purpose so that musicians and staff have a sense of ownership of the RSNO's mission, core values, and strategic priorities.
- Provide a distinctive artistic vision for the RSNO in collaboration with the Music Director and Director of Concerts and Engagement that is realisable within the constraints of a sustainable business framework and reflects all aspects of the Orchestra's activities.
- Develop and deliver a strategic business plan for the RSNO that complements and supports the artistic vision.
- Ensure that the learning and engagement work remains central and relevant to the core activities of the Orchestra.
- Hold responsibility for the financial stability and long-term future of RSNO, overseeing and monitoring the financial management and budgeting processes for the Orchestra.
- Oversee the marketing, communications and branding strategies, ensuring an effective approach to audience development and the marketing of the Orchestra's activities.

### **Public Relations and Representation**

- Lead the development and implementation of an effective and rounded communications strategy for all aspects of RSNO's work internally and with external partners.
- Develop good, productive relations with the press and other media, acting as spokesperson for the Orchestra.
- Promote and advocate for RSNO, raising the profile locally, nationally and internationally.
- Represent the Orchestra at meetings with venue managers, agents, promoters, funding bodies and other partners as necessary.

### **Development and Fundraising**

- Lead and promote all fundraising efforts, supporting the work of the Board and External Relations department.
- Actively initiate and develop new income streams and participate in revenue earning activities.
- Seek and develop good relations with existing and potential sponsors for RSNO.
- Build effective relations and maintain regular dialogue with the key funding partners, including the Scottish Government and Local Authorities.

## 6. Candidate Profile

The ideal candidate for Chief Executive will be a senior leader in the classical music industry or the wider arts sector with experience of managing significant budgets and large teams. He or she will have strong leadership skills and a track record in motivating, inspiring and empowering teams to work successfully together to deliver a vision and mission. Creativity, commitment and passion are all qualities required of the new CEO, as well as an ability to set a compelling and relevant vision for the RSNO's future as an industry leader in the 21<sup>st</sup> century. Business acumen and a track record in generating substantial income from both private and public sector sources are essential, as is the ability to operate effectively at the highest political levels. A sound knowledge of orchestral repertoire is desirable alongside experience of working with musicians and creative partners.

### Experience

Previous experience and a successful track record of:

- Working at a strategic level in a significant organisation
- Developing and implementing business plans
- Managing significant budgets
- Working or collaborating with creative people
- Generating income from private and public sector sources
- Establishing and managing strategic partnerships
- Networking at the highest political levels
- Dealing with the media

### Skills

- Leadership skills with the ability to inspire, challenge, excite and energise
- Strategic planning and creative thinking skills with the ability to see the 'big picture'
- Excellent interpersonal and communication skills with demonstrated ability to build trust-based relationships both internally and externally
- Proven team building skills – committed to developing staff potential
- Well-developed financial management and commercial skills
- Negotiating skills

### Knowledge

- Knowledge of classical music, especially the orchestral repertoire
- Understanding of the classical music business, with appropriate contacts and networks locally and internationally
- Broader knowledge of, and interest in, all the arts
- Understanding of the UK and devolved cultural funding systems (desirable)
- Knowledge of Scotland and its cultural life (desirable)

### Personal Qualities

- Decision-maker
- Good delegator and the ability to empower the team
- Resilient, with the ability to cope with pressure and high expectations
- Enthusiastic, energetic, with drive
- Diplomatic and tactful
- Good judgement
- Flexible, with the ability to manage ambiguity and create clarity
- Maturity to deal with difficult people and create solutions

## 7. Summary of Terms and Conditions

<b>Contract</b>	Open-ended
<b>Probation Period</b>	Six months (with one month's notice)
<b>Notice Period</b>	Six months
<b>Salary</b>	Commensurate with a position of this importance
<b>Pension</b>	Stakeholder scheme: 5% employer contribution and minimum 3% employee contribution.
<b>Holiday</b>	20 days plus 15 days public and local holidays
<b>Relocation</b>	The successful candidate will be expected to live within commuting distance of Glasgow. Costs involved in relocating will be negotiable.

## 8. How to Apply

To apply, please send a CV together with a letter of application (no more than three sides of A4) stating why you believe you are suitable for the job to Heather Newill, Director, AEM International Ltd, either electronically to [hnewill@aeminternational.co.uk](mailto:hnewill@aeminternational.co.uk) (preferable) or by post to 10 Church Street, Framlingham, Suffolk IP13 9BH. **Applications must be received by Friday 19th October 2018.**

For further information or an informal chat, please contact Heather Newill on 01728 660026 or email [hnewill@aeminternational.co.uk](mailto:hnewill@aeminternational.co.uk)

