



**Chair of the London Sinfonietta Council  
Recruitment and Information Pack  
November 2020**

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*The London Sinfonietta performing at the Royal Albert Hall as part of the 2020 BBC PROMS*

## ABOUT THE LONDON SINFONIETTA

The London Sinfonietta is one of the world's leading chamber ensembles, specialising in contemporary classical music and cross-arts projects. Formed in 1968, the group quickly developed, and has sustained, a world-wide reputation for its high-quality performances of contemporary music, for commissioning new works from the leading composers of the day and for encouraging the finest new talent. It was the first ensembles to develop an education programme in the UK and has continued to explore new and best practice in other areas of its activity including concert curation, training young artists and digital projects. Our ethos today is to constantly explore and experiment with the art-form, commissioning and working with the world's leading composers, conductors and artists, as well as collaborating with artists from other disciplines.

Making new music is at the heart of what we do. Each season, we commission and premiere numerous works from emerging and established composers. *Writing the Future* works with young composers, supporting them to make new music alongside our players, whilst through our *Sinfonietta Shorts* series we commission, premiere and release bite-sized pieces of music from the leading voices of today. Our annual *London Sinfonietta Academy* programme (now in its twelfth year) provides a week-long training course and public concert for emerging musicians recruited from across the UK each summer.

We are equally committed to expanding our audience, and working closely with them as creators, performers and curators of the events we stage. Having held a world-leading position in education and participation work for many years, the London Sinfonietta continues programmes of ambitious schools projects and takes a creative approach to public participation in the belief that arts participation is transformational to individuals and communities.

The ensemble has an extensive back catalogue of recordings made over 50 years, which have been released on numerous prestigious labels as well as its own London Sinfonietta Label. Recent recordings include George Benjamin's opera *Into the Little Hill* (Nimbus; 2017), two collaborations with Norwegian saxophonist Marius Neset (*Snowmelt*, ACT; 2016 and *Viaduct*, ACT; 2019), a limited edition run of LPs in collaboration with Christian Marclay (2015) and a disc of Sir Harrison Birtwistle's music (NMC; 2015) which topped the classical music chart.

The London Sinfonietta has also broken new ground by creating *Steve Reich's Clapping Music App* for iPhone, iPad and iPod Touch, a participatory rhythm training game that has been downloaded over 475,000 times worldwide since its launch in late 2015.

The London Sinfonietta celebrated its 50<sup>th</sup> anniversary in 2017/18 with a season titled *Unfinished Business*, featuring many new commissions and since then the ensemble has progressed with new UK touring initiatives, expanding its schools programme and launched its own new digital Channel to showcase performances and other video and podcast series for a global audience.

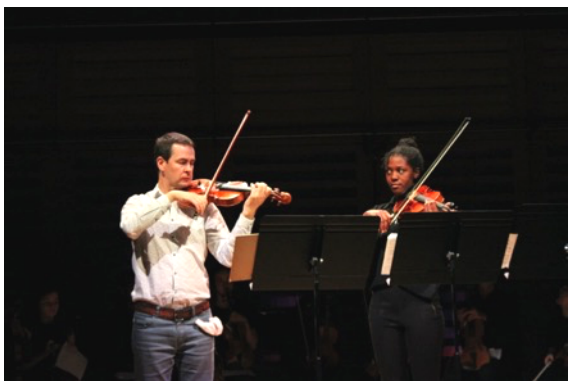
The organisation has responded as positively as possible to the Coronavirus pandemic, promoting a series of live online events. *Lockdown Live* consisted of 18 broadcasts from players' homes, featuring new work and public participation projects which quickly reached 10,000 views on YouTube.

The 2020/21 season has begun with a huge endorsement in the London Sinfonietta being included in the much-reduced 2020 BBC PROMS live from the Royal Albert Hall. The concert remains on the BBC iPlayer for the coming year.

Proudly associated with both Southbank Centre (Resident) and Kings Place (Artistic Associate), the ensemble has toured its work nationally and internationally. The London Sinfonietta is about to enter the third year of the current business plan covering the period from 2018 to 2022.



Top: Rehearsing for Marius Neset's *Snowmelt*, 2016



Bottom: Berio's *Duetti*, performed with student violinists, 2017



Mark Padmore in Tansy Davies & Nick Drake's music theatre piece *Cave*, co-commissioned and produced by the London Sinfonietta, June 2018

**"The performance is flawless...the music is immaculately played by a chamber ensemble of the London Sinfonietta"** *Cave* 2018, Telegraph \*\*\*\*

**"It may have turned 50 but the Sinfonietta is still buzzing with life"** *50<sup>th</sup> anniversary concert* 2018, Evening Standard \*\*\*\*

**"This was Karlheinz Stockhausen's 1971 masterpiece *Trans* resurrected by the London Sinfonietta...as gripping avant-garde orchestral "theatre" it has never been surpassed"** *Stockhausen's Trans* 2017, Times \*\*\*\*\*

**"The orchestra maintained an astonishing intensity of communication...an enthralling performance"** *Haas' in vain* 2017, Guardian \*\*\*\*\*



## LONDON SINFONIETTA'S MISSION

The London Sinfonietta makes new music to inspire and engage a world-wide audience

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### GOVERNANCE & STRUCTURE

Sinfonietta Productions Ltd (operating under the name London Sinfonietta) is legally constituted as both a company limited by guarantee (Company No. 00926551) and a registered charity (Charity Reg. No. 255095). Board members are therefore Directors of the Company and Trustees of the Charity and the organisation uses the term 'Council' to refer to its board of Directors/Trustees.

The Council is the leadership body for the charity that ensures that strategic and operational decisions are congruent with the mission and objectives of the organisation and are operated within the laws and regulations that govern. The Council currently includes 10 members with Development and Finance Working Groups jointly formed by members of both Council and Staff and reporting back to the Council itself.

Artistic programme, operational decisions, staff and ensemble management are delegated to the Chief Executive & Artistic Director Andrew Burke and his management team of c. 13 (including part time and regular freelance staff). The Management Team are responsible for the day-to-day operation of the ensemble and organisation including its performance output, business operations and financial management.

The core ensemble itself consists of 18 freelance Principal Players, including a number of long-serving members, and will expand or contract in size depending on the repertoire.

The London Sinfonietta is a member of the Arts Council's National Portfolio of organisations and receives c. £500,000 a year in support with funding recently confirmed up to March 2023.

The ensemble performs its main London season of contemporary classical music concerts at Southbank Centre (where it is one of four Resident Orchestras) and promotes concerts at Kings Place (where it has its administrative headquarters).

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### MAJOR FUTURE STRATEGIC INITIATIVES

The most immediate of these are:

- **Securing the organisation's short-term future through the 2020/21 season after the impact of the Covid crisis.**
- **Finding a new office base and potential rehearsal hall for the ensemble.**
- **Reapplying to the Arts Council for renewed NPO status, responding to the 'Lets Create' strategy. Applications are due January 2022 for funding from April 2023.**
- **Constantly expanding new fundraising / money earning initiatives for the ensemble.**

Other which affect the management team include:

- A continued world-class artistic programme exploring New Music and contemporary culture.
- Expanding event formats to develop new promoter relationships and reach wider audiences for when touring can be a realistic prospect again post pandemic.
- Expanding the Schools & Public Engagement Programme and taking parts of it online to reach more people across the UK.
- Expanding the Digital Channel content to reach wider audiences.
- A significant audience development strategy inspired by a brand and audience development report *Re:Set* and through intelligent use of new Customer Relationship Management software (Tessitura).

## CHAIR of the LONDON SINFONIETTA COUNCIL

### Summary

The London Sinfonietta seeks a new Chair of the Council to succeed Paul Zisman who rotates off after 10 years of service.

The London Sinfonietta is one of the world's leading contemporary music organisations having shaped the art-form and inspired new practice. It commissions and champions music by living composers to new audiences, provide music projects for schools and communities and supports young performing and composing talent.

The Chair plays a crucial role in providing leadership and direction to the Council (board of Trustees) and ensuring good governance. It is a non-executive role and works on setting the overall strategic objectives for the organisation in consultation with the other members of the Council and with the Chief Executive and senior management staff. The Chair helps to promote the organisation to a key stakeholders, current and future funders and by attending concerts and events as often as possible.

Artistic & operational leadership of the organisation is delegated to the Chief Executive & Artistic Director (Andrew Burke) and his management team. The Chair will need to develop strong working relationships with the Chief Executive & Artistic Director, other senior management staff and the ensemble's 18 Principal Players.

The essential requirement of any applicant is a commitment both to the contemporary arts and to sustaining the breadth of work and reputation of the ensemble across the UK and abroad. The London Sinfonietta particularly welcomes interest from applications from people currently under-represented within Board positions. These include but are not limited to women, those from the LGBT+ community, people with disabilities, and those from a Black, Asian or Minority Ethnic background.

There are four main areas of priority which any incoming Chair of the London Sinfonietta should be aware of

### The Covid Pandemic

The immediate impact on the work of London Sinfonietta of the Covid pandemic was a number of cancellations of concerts and education projects from mid-March 2020 onwards. The organisation has experienced a decrease in turn-over for its October 2019-September 2020 financial year of c. £255,000 (£1,400,000 down to £1,145,000). An application has been made to various emergency funds, including the Arts Council's Culture Recovery fund from which the organisation received £80,990. Securing any more emergency funds will significantly enhance the prospects for more projects taking place (and work for the freelance musicians) in the coming season. Yet the organisation still plans to mount a series of events, which will be a mixture of behind-closed-doors events which are relayed on radio and video and events in front of reduced, socially distanced audiences. The most pragmatic budget for the 2020/21 financial has a turnover of c. £1,090,000 – a reduction of £310,000 on normal levels.

### Office Move

After 12 years at Kings Place, the London Sinfonietta has moved out from its larger offices to take 6 desks in the Music Hub basement of the building. Kings Place welcomed the London Sinfonietta (and the OAE) in July 2008, offering peppercorn rent in return for education work in the area and artistic events. Now, Kings Place need to earn rent from the offices to support the Kings Place Music Foundation and the level of this rent (at Kings Cross prices) will be too expensive for the ensemble. Working with architect Paddy Dillon and commercial office specialists Avison Young, a proposal document has been created for approaches to Local Authorities in the hope of finding a new office base at reduced / peppercorn rent, in return for work in the community. These approaches are just beginning with the hope they will produce a new long-term base by the end of 2021.

### Arts Council Strategy

The London Sinfonietta is funded by the Arts Council a member of the National Portfolio, receiving c. £500,000 a year until March 2023. The Arts Council has just launched its new 10-year strategy 'Let's Create'. It proposes a significant shift towards the provision of wider cultural opportunities for a far wider base of participants. It is not yet known what the impact will be on those currently funded, although ACE have said they hope this more inclusive strategy will attract greater funds from government. The London Sinfonietta has strong credentials in its work in schools, public participation and talent development – all priorities for ACE. Yet it will still need great clarity of purpose and programme to ensure success in the next round of ACE funding.

### Fundraising

The London Sinfonietta continues to be successful with Trusts & Foundations in supporting its work. It has increased the level of support it gains from individuals. There is potential for corporate earnings through tailored music / entertaining events. It is an ever-present necessity to increase existing and develop new fundraising for the ensemble.

### **Main responsibilities**

- ensure that the Council sets strategic business objectives in the short, medium and long term, and ensure there is an agreed Artistic Policy in place, which the Chief Executive and the management team will then enact.
- ensure that there is a suitable Board of Trustees / Directors (known as the Council) in place, which includes Principal Players (key musicians from the ensemble)
- provide leadership and direction to the Council to ensure that it works well and fulfils its responsibilities of governance of the organisation.
- promote the highest standards of governance and ensure the effective implementation of decisions of the Council
- ensure good communication between the players and the Council, drawing on the experience of the Principal Player Council representatives
- ensure that the organisation has appropriate artistic and executive leadership
- as Chair of the Council, assist the Chief Executive, providing support and advice and helping him/her to implement the policies and strategies set by the Council whilst respecting executive responsibility
- with the Council, to monitor progress of the organisation in light of its objectives
- ensure there is timely and accurate financial reporting and that appropriate internal controls are in place
- offer leadership and support in ensuring the organisation reaches its annual fundraising targets, acting proactively to introduce new supporters to the wider network of funders for the group, and encourage other Council members to assist in this area
- optimise the relationship between the Council, the management team and players, including by attending concerts, events and away days whenever possible
- represent the organisation at public events
- liaise where necessary with the organisation's key stakeholders. This includes the Arts Council of England and Southbank Centre.
- be fully aware of the duties and responsibilities of the Council to the Charity Commission and Companies House

### **Main tasks**

- building/maintaining an effective and complementary team of Council members, setting the style and tone of discussion to promote effective decision-making and constructive debate, and ensuring that sufficient time is allowed for discussion of complex or contentious issues
- chairing other meetings of the Council, agreeing the agendas and other papers for these meetings and ensuring that the business is dealt with properly, and that the Council functions effectively and carries out its key duties

- chairing the Annual General Meeting and any Extraordinary General Meetings.
- ensuring a clear structure for, and the effective running of, working groups of the Council
- working with the Finance Working Group on all aspects of financial reporting and signing statutory accounts
- reviewing the organisation's register of risks and engaging the Council and management in discussion of risk management
- ensuring, with the Chief Executive, that the organisation has appropriate policies and procedures in place, in line with current legislation
- supporting the ongoing development of the induction programme for new Council members and identifying and meeting the development and training needs of the Council as a whole with a view to enhancing their overall effectiveness, working individually and together
- ensuring that the performance of individual Council members, and of the Council as a whole, is evaluated once a year
- conducting an annual appraisal for the Chief Executive
- it is also helpful to develop and retain a friendly, informal relationship with the ensemble's Principal Players

### **Experience and personal qualities required**

The Chair should be able to demonstrate:

- experience of governance in a prior arts, charity or commercial sector
- experience of shaping and maintenance of the governance structure
- an understanding of the role of the Chair in a not-for-profit organisation
- an understanding of the difference between governance (the responsibility of the Chair) and executive management (the responsibility of the Chief Executive).
- Experience or understanding of how to chair complex meetings and in obtaining consensus
- experience and understanding of how management teams work

In addition, the role will demand the personal qualities of:

- enthusiasm for and an understanding of the artistic mission of the London Sinfonietta
- commitment to the organisation's purposes, ethos and role
- skill and sensitivity in dealing with people at all levels, both internally and externally
- the intellectual capacity to grasp issues outside personal experience and to take a strategic view
- capacity to command respect and to represent the Council's line with authority
- ability to inspire confidence amongst the organisation's key stakeholders and to act as a stabilizing influence, particularly at moments of difficulty
- possession of a relevant network of contacts, including contacts which will assist with fundraising, together with the capacity to make new links
- readiness to speak in public

### **Time Commitment**

The required time commitment is not easy to quantify and will, to some extent, depend on the individual and on the degree to which he/she shares the representational element with other Council members and senior management staff. However, when account is taken of the need to chair Council meetings, to meet regularly with the Chief Executive and to attend concerts, the role of the Chair is likely to require at least 6 evening meetings, 10 London concert attendances and other meetings (working groups) each year. In addition to physical presence at these meetings and events, a good deal of time is likely to be taken up in thought, email contact and telephone consultation. Please note also that some of the responsibilities listed above may be delegated to other Council members.



# LONDON SINFONIETTA COUNCIL

## Membership Policy for all Trustees

This policy comprises three points.

- **EXPERT** - The Council of an arts organisation should comprise people who have professional expertise in areas relevant to the work of the organisation and the roles undertaken by its management team, enabling them to support its activities with advice and oversight.
- **FUNDRAISING** - Members of the Council take responsibility for raising funds for the organisation either through their direct donation, utilising their contacts or proactively engaging in the organisations fundraising projects and campaigns.
- **DIVERSE** - The London Sinfonietta seeks to build a Council that has a balanced mix of gender, age, experience and background, representing the society in which it is active.

## Role Summary for all Trustees

### Policy and strategic planning

- Work alongside the Chief Executive to develop good governance, agree strategic vision and mission and guide the organisation towards achieving its goals
- Define Company policies and agree organisational strategies and their implementation
- Work with the Chief Executive and staff to develop, maintain and revise the Business Plan
- Monitor all aspects of delivery against the Business Plan on a regular and ongoing basis

### Fundraising and advocacy

- Support the organisation's fundraising activities
- Create and nurture connections with a view to developing future philanthropy
- Act as an enthusiastic ambassador for the ensemble
- Attend concerts and functions acting as a key part of the public face of the organization

### Legal and Financial

- Ensure that the Company operates within Company and Charity Law
- Ensure the prudent financial management of the Company, exercising financial control, scrutinising financial statements and discussing and approving annual budgets (drafted by the management team)
- Approve financial control systems as well as the appointment of bankers and cheque signatories
- Ensure that the Company's assets are safeguarded and well managed and maintained, and that it is properly and adequately insured

### Employment and Personnel

- Appoint the Chief Executive, approving the staffing structure and taking part in recruitment (when required)
- Help define and approve the Company's employment policies, including equal opportunities, recruitment, pay, grievance and disciplinary, sickness, holidays and benefits
- Ensure the safe and efficient use of premises for both staff and public
- Appraise the Chief Executive, and to be appraised by the Chair of the Council

## **Company Law**

Under Company Law, Directors have certain legal, financial and fiduciary duties and Trustees must also comply with charity law. The requirements of some funding bodies also place responsibilities on members of the governing body. Even though many of these duties are delegated to management staff, and the Council is called upon to make clear decisions about such delegation, the ultimate responsibility for every aspect of the Company's operation lies with the Board of Directors. It is therefore important that all Council Members ensure that they understand the history of the organisation and its current situation, and keep abreast of issues that might affect the organisation. This role specification includes an overview of these legal responsibilities and any additional duties that might be expected of a London Sinfonietta Council Member.

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## **HOW TO EXPRESS AN INTEREST IN THE CHAIR**

Anybody interested in being considered to be the next Chair of the London Sinfonietta is asked to submit their interest in writing. This written submission should outline the candidate's professional and personal experience that is relevant to the various responsibilities in the Role Outline.

### **The selection process**

Any expression of interest will be treated as totally confidential by a small sub-group of the London Sinfonietta Council. None of this sub-group is standing as the possible future Chair of the organisation.

Following informal interviews, the sub-group will make its recommendations for its choice of the next Chair at a London Sinfonietta Council meeting in March 2021. Given a consensus, this will lead to the new Chair taking over responsibility from the current chair (Paul Zisman, who rotates off the Council after 10 years of service), from Autumn 2021.

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To be considered as Chair of the London Sinfonietta, please submit your Curriculum Vitae and letter of application to Andrew Burke, Chief Executive & Artistic Director by email or post at the addresses below. Your letter should explain your interest in and fit with the role of Chair of the London Sinfonietta's Council and should be no longer than 2 sides of A4 paper.

In addition, we would be grateful if you could download, complete, and return the Equal Opportunities Monitoring Form with your application. Please note that the Equal Opportunities data requested is for monitoring purposes only and will be processed separately from your application.

Please send your application by post to:

Andrew Burke  
Chief Executive & Artistic Director  
London Sinfonietta  
Kings Place  
90 York Way  
London  
N1 9AG

At this time of lockdown (which limits visits to our offices) **we would encourage you to by e-mail your application** to: [andrew.burke@londonsinfonietta.org.uk](mailto:andrew.burke@londonsinfonietta.org.uk)

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## **RECRUITMENT PROCESS**

All letters of interest will be acknowledged.

Those shortlisted will be invited to meet a working group consisting of other members of the Council for a conversation and in-depth discussion about the organisation.

If you have any questions or would like to discuss this further, please call Andrew Burke on 07866 506053.

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## **OTHER INFORMATION**

A full list of Council Members and a Staff List can be found on our website,  
[www.londonsinfonietta.org.uk/about/council](http://www.londonsinfonietta.org.uk/about/council)

**It is recommended that recent annual reports be downloaded from the Charities Commission Website.**

<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/255095>

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