

# Sinfonia Cymru



## Chief Executive Recruitment Pack

May 2022

“I had a wonderful time working with the players and was impressed by how aware and musically generous they are. It gives me hope that we will get a good wave of players into the older professional ensembles and we can start to change the culture for the better”

Rakhi Singh, guest co-director, *The Singh Sisters*, Sep 21

“The orchestra is unbelievably friendly and allows for so much creative input from the players. Programming always has an interesting angle and we are encouraged to come up with ideas for projects.”

Amy Roberts, Oboe, co-producer of *Players' Picks*, May 21

“The biggest thank you to you all for making last night happen and for giving us the freedom and opportunity to create it. It was quite a dream come true and really felt like we were a big family. I felt truly blessed! I also couldn't think of a better way to end my time as a player in the orchestra.”

Simmy Singh, co-director *The Singh Sisters*, Sep 21

“Thank you so much for inviting me to lead the Curate project. It has been an absolute highlight for me, and I really appreciate all of your help, support and trust in what was a new step for me as an artist...I hope to further develop these ideas, exploring other subject matters, as I really enjoyed the format and experience of curating.”

Delia Stevens, curator of *AlgoRhythms*, Dec 19

“One of my favourite things is how everyone is encouraged to contribute to the musical discussion. All opinions are valued in both chamber and orchestral settings which is really refreshing.”

Deni Teo, Cello

“I just wanted to say thank you for the great opportunity to curate my own music. The experience has opened up new paths and I definitely feel I would like to do this as an integral part of my music life.”

Abel Selaocoe, curator of *MotherTongue* – May 2019

“Without doubt my favourite thing about working with Sinfonia Cymru is that it feels like such a collaborative environment. There's not one voice we have to agree to and follow – it feels like every player is equally valued and respected. I also love how diverse it is, each project is unique and that makes it so rewarding for us as players, as well as regular audience members.”

Carys Evans, Horn

“There is an incredible culture at Sinfonia Cymru that exists across the players and the management; everyone has a can-do attitude and a generous spirit. This has a direct and quite special effect on the music-making.”

Caroline Pether, former Leader

## **About Sinfonia Cymru**

Sinfonia Cymru occupies a unique space in the music sector. We are an 'under 30s' orchestra, dedicated to supporting the early careers of outstanding young professional musicians. Through this, we provide exceptional-quality musical experiences for people living in Wales and beyond.

We like to challenge the status quo. Sometimes we're an orchestra in the traditional sense, ranging in scale from string ensemble to full symphony; at other times, we work with smaller groups of players to provide intimate performances in a variety of styles. This results in a range of work that includes chamber orchestral and string ensemble programmes, chamber music recitals, cutting-edge contemporary music, cross-genre projects, and projects with, and for, schools. For some events we experiment with concert formats and non-traditional venues.

We work openly and collaboratively with our musicians, giving them opportunities to explore their creativity, broaden their musical influences, and contribute their ideas. We know from feedback that this approach is valued by the players and is not something that are they are used to in orchestras that are managed more traditionally.

We are very grateful to receive support from our key stakeholder, the Arts Council of Wales on behalf of Welsh Government; without this we would not be able to operate. This public funding investment, alongside other valued support from private Trusts and individuals, enables us to play our role in ensuring a vibrant future for classical music in Wales.

## Vision, mission, values, and strategic objectives

### Vision - OUR LONG-TERM ASPIRATION FOR CLASSICAL MUSIC IN WALES

- Our vision is that everyone in Wales will have the opportunity to access classical music and that far more people, from a diversity of backgrounds, will participate in, be inspired by, and attend classical music.

### Mission - OUR PURPOSE, THE TWO DRIVERS FOR EVERYTHING WE DO

- We are dedicated to championing outstanding young professional musicians from across the UK and supporting them in the early stages of their careers to give them the very best start. Through this, we will provide exceptional musical experiences for audiences and participants across Wales.

### Values - THE VALUES THAT UNDERPIN OUR WORK

- We love making music together and we communicate this spirit to our audiences – that's why our performances are so special.
- We work together in an open, inclusive and collegiate way – we don't create barriers and we respect everyone's views.

### Strategic principles - THE GUIDING PRINCIPLES THAT HELP US DELIVER OUR MISSION

- We will maximise the number of **performance opportunities** that we provide for our players, ensuring a wide range of activity for them and for audiences.
- Some elements of the programme will be **player-led**, encouraging musicians to contribute programme ideas and giving them the chance to create innovative performance strands.
- We will also seek out opportunities to work with musicians from **other genres**, giving players the opportunity to work outside the standard classical framework.
- Aspects of our programming will **challenge the status quo** – while there will still be performances presented in a traditional classical / orchestral way, we will also experiment with formats that challenge the traditional classical music approach, finding new ways to make classical music meaningful to a broader and more diverse audience.
- We will take our music to rural as well as urban centres, working responsively with local advocates over the longer term so we become **embedded within the communities** to which we tour. During the life of this plan, we will achieve a significant increase in the amount of work delivered in rural locations.
- We will explore ways in which we can increase our **inclusivity**, including through artistic collaboration, recruitment of new players, innovative ways of working, and audience development.
- We'll tackle perceptions of classical music as being 'not for people like me' and ensure our performances are **accessible**. We'll keep our ticket prices low, and we'll communicate in an open and engaging way, using non-specialist language. We'll encourage artists to communicate with the audience during our performances.

## Executive Summary extract from current Business Plan

Sinfonia Cymru is an agile organisation, able to respond to changing circumstances, to provide music at a wide range of scales and styles, and across different genres. This agility underpins an ambition expressed through this plan to deliver a transformative impact for communities that are currently underserved by classical music, particularly reaching into the hearts of rural communities across Wales.

- During the course of this plan, we will deliver 183 performances and 188 workshops sessions.
- In year 1, these performances and workshops will reach an estimated 7,750 people. In year 2, we aim to reach 7,000, increasing to 7,200 in year 3 and to 7,400 in the final year of this plan. (The year 1 figures are higher due to some postponed activity being carried forward from the previous year.)
- Our work for schools will reach 8,250 during the course of this plan.
- We also expect to reach around 800,000 people through broadcast and digital activity across the four years of the plan.
- We will provide opportunities for talented young professional musicians from across the UK, providing an estimated 2,350 days' work for freelance musicians across the period of this plan. Many of these performance opportunities will be designed to allow musicians to explore their creativity and expand their musical horizons. Alongside performance opportunities, we will continue to support them with on-line career development workshops.
- In 2022, we will provide 20 free concerts, reaching people who live in some of the most isolated rural communities across Wales, and who have limited or no access to high quality classical music performances.
- We will roll out three new community-based initiatives:
  - from 2022, an annual week of workshops / performances in schools and health care settings in and around Pontyberem, postponed from 2020, with only limited provision in 2021.
  - an extended relationship with Maindee Primary School, Newport, as our 'adopted school', reaching both pupils and parents.
  - from 2022, an annual residency at Gregynog Hall, with workshops for schools and in health care settings and concerts at Gregynog, as well as satellite venues across Powys. These satellite venues will be nurtured from the Powys leg of our *Mainly Village Halls* tour, building relationships with hosts to sustain annual provision.
- We will work with our new Welsh language-led marketing and communications company to support us in reconnecting with audiences post-pandemic, reach new audiences, and increase our profile across Wales.
- We will continue to explore how we can use digital projects as a means of reaching more people and as a bridge to live performances, taking advantage of the ACW/The Space digital mentoring programme.
- We continue to work on improving our diversity and the need for greater diversity in classical music, building on the assessment from the I'M IN programme, provided by Music Masters, also utilising our Creative Associate to support this.

- We will utilise the role of Creative Associate to ensure the development of the *Curate* and cross-genre strands of work.
- We will increase our income from fundraising across the plan from a projected £120,000 in 2021/22 building towards a target of £128,000 in year 4.
- If we achieve our fundraising and other income targets, our reliance on Arts Council of Wales funding will reduce to 53%, a reduction of 15% from the previous level.
- The strength of the company's reserves has helped us to maintain an even keel during the pandemic. During the first year of the plan, we will employ strategic use of reserves at a modest level to provide additional programmes and performances by rescheduling two projects postponed in 2020/21.
- We will implement a succession plan and recruitment process to safeguard the organisation during the changeover of Chief Executives, when the current post-holder steps down.
- We will ensure that the principles of the Welsh Government's Cultural Contract are enshrined in our workplace practices.

## Job description

<b>Job title</b>	Chief Executive
<b>Reporting to</b>	Chair and Board of Trustees
<b>Responsible for</b>	Administrative team - currently General Manager (3 days/week), Concerts and Projects Manager (f/t), Marketing & Admin Officer (f/t - recruitment underway) Freelancers – Fundraising Consultant (2 days/week), Marketing Consultant (2 days/week), Creative Associate (18 days/year)
<b>Hours of work</b>	The organisation embraces flexible working and welcomes proposals for full (35 hours) or part-time working. Some evening and weekend working is essential to support performances and projects.
<b>Location</b>	The office is in Cardiff Bay, close to the train station. During Covid, all staff worked from home. It is envisaged that a hybrid model of some home working and some office days will be the pattern for the immediate future.
<b>Salary</b>	Circa £42,000 (full-time salary) plus 5% pension contribution

### Main purpose of the role

The Chief Executive is responsible for leading the organisation and providing effective artistic, financial and operational management. The role provides leadership for the staff team and freelancers, inspiring and motivating them to produce excellent work for the organisation. The Chief Executive is also the public face of Sinfonia Cymru, representing it across the classical music and wider arts sector.

### Key relationships

The Chief Executive will nurture relationships with a range of organisations and individuals including:

- Sinfonia Cymru Chair and Board of Directors/Trustees
- Staff team and retained freelancers
- Full Stop Accounts (who provide a full accountancy service to Sinfonia Cymru)
- Freelance musicians
- Arts Council of Wales
- Association of British Orchestras
- Venues and other partner organisations
- Umbrella support organisations such as Creu Cymru, Arts & Business Cymru
- Other classical music and arts organisations including BBC National Orchestra of Wales, Orchestra of Welsh National Opera, NEW Sinfonia
- Musicians' Union

## **Key responsibilities**

### Leadership

- Provide strategic leadership and direction across all areas of the organisation, aligned to the agreed mission and strategic principles.
- Lead the staff team and freelance associates.
- Lead on funding applications to the Arts Council of Wales and ensure that the goals of the Arts Council are reflected in the delivery of Sinfonia Cymru's work.
- Create a business plan, updated annually, including artistic, operational and financial plans.
- Manage the financial aspects of the organisation, with Full Stop Accounts, to ensure that Sinfonia Cymru remains in a strong financial position.
- Raise the profile of Sinfonia Cymru within Wales, the UK and internationally

### Artistic

- Lead the development of an artistic programme that fulfils Sinfonia Cymru's mission and strategic principles. Ensure a balance of projects serving urban and rural communities, providing opportunities for player-led projects, and working with artists from other genres of music.
- Work closely with the General Manager, Creative Associate and the Sinfonia Cymru pool of musicians to develop projects that: (a) serve both rural and urban audiences; (b) provide opportunities for musicians to be creatively engaged; (c) challenge the status quo with regard to presentation of classical concerts; (d) provide opportunities for schools and other community engagement
- Secure concert engagements, broadcasts, recordings, and UK and international tours, with the aim of raising the profile of the organisation and, where possible, securing additional income.
- Provide a personal and team challenge to ensure that the organisation continues to be progressive and forward thinking in its artistic output.
- Seek partnerships with artists or other artistic organisations that will enhance Sinfonia Cymru's ability to deliver its mission.

### Operational

- Ensure that the organisation functions efficiently and effectively by having processes and policies that are up to date, fit for purpose, and are implemented appropriately by the team.
- Ensure best practice in all aspects of governance.
- Liaise regularly with the Chair of the Board to keep her up to date with important issues.
- Prepare Board papers for each Board meeting so that the Directors / Trustees can carry out their responsibilities from an informed position.
- Act as Company Secretary, fulfilling the legal needs of Companies House and the Charity Commission. As Company Secretary be aware of the rules and regulations for governing meetings, as set out in the Memorandum and Articles of Association.

- Manage individual members of the team to ensure that they are working effectively and are fulfilled and motivated. As necessary, deal with any issues that require disciplinary measures or any grievances that are raised.
- Ensure that Sinfonia Cymru operates safely and in line with its own and industry standard risk assessments and measures.
- Recruit new or replacement members of the team as required.
- Ensure that Sinfonia Cymru is represented at relevant sector consortia - including the Association of British Orchestras and the Cardiff Orchestral Consortium - and that the organisation is abreast of general developments in the sector.
- Ensure that Sinfonia Cymru works to best practice with regard to employment law, Musicians' Union agreements, Arts Council of Wales funding agreements and social policies including the Welsh Government's new Cultural Contract.
- Lead the organisation's delivery of the Equality, diversity and inclusion strategy.
- Liaise regularly with the Arts Council of Wales's designated lead officer, currently Suzanne Griffiths-Rees.
- Fulfil all reporting requirements set by the Arts Council of Wales. This includes meeting the targets agreed with ACW, as well as targets relating to the Future Generations Wales goals and the requirements of the Cultural Contract
- Work closely with the marketing team at Llais Cymru, led by Heulwen Davies, supporting them to get the best outcomes for Sinfonia Cymru. Agree marketing and communications campaign plans proposed by Llais Cymru.

#### Financial

- Each year, create a four-year budget with detailed figures for year one and outline figures for years 2 to 4. Present this for approval by the Board as part of the business planning process. From the annual budget create quarterly phasing for use in reporting.
- Work closely with Full Stop Accounts to ensure the financial processes are best suited to Sinfonia Cymru's needs.
- Ensure a robust approach to managing and monitoring income and costs to ensure alignment with the budget.
- Work with Full Stop Accounts to produce quarterly management accounts for reporting to the Board and Arts Council of Wales.
- Have an overview of invoice processing and bank payment systems to ensure that the organisation pays its musicians and suppliers and collects any income in a timely manner.
- Work closely with the Fundraising consultant, Caroline Harris, to develop applications to Trust and Foundations, ensuring sufficient suitable applications to meet the annual fundraising targets. Where possible develop proposals for multi-year funding.
- Lead the process for applying for funding from the Arts Council of Wales - currently the periodic arts portfolio review process – by creating a persuasive case for continued support.

## Preferred attributes

The ideal candidate will be someone who fulfils many of these qualities:

- Previous experience of leading a small organisation or team
- Professional experience in arts management, ideally in classical music
- Appreciation of classical music
- Exemplary budgeting and financial management skills
- Ability to plan and deliver work within modest budgets and adapt to variances
- First class writing skills, especially grant proposals and report-writing
- Knowledge of fundraising from Trusts and individuals
- Experience of arts marketing
- A collegiate approach to managing a team
- Previous experience of working with arts councils or similar bodies
- Experience or knowledge of strategic business planning
- Experience of developing or working in strategic partnerships and relationships
- Ability to work under pressure, especially in meeting deadlines
- Experience of working with Boards in a not-for-profit context
- Some knowledge of key HR requirements for small organisations
- Knowledge of Wales, particularly the Welsh context for the arts and the Welsh language

Sinfonia Cymru welcomes applications from candidates from all backgrounds, and in particular, those that are under-represented in the arts and culture sector. A large print version of this recruitment pack is available; if you require another accessible format please contact us at [peter@sinfonia.cymru](mailto:peter@sinfonia.cymru)

## Application process

The deadline for applications is Friday 10 June 2022.

Applications should be sent by email to our Chair, [catrinslater@gmail.com](mailto:catrinslater@gmail.com). Please provide a CV, plus a written application of no more than four additional pages expressing your interest in the role and what you feel you can bring to Sinfonia Cymru. These should be provided in a single PDF file.

Please provide names and contact details for two referees, one of whom should be contactable prior to interview.

We anticipate first interviews will be held on Wednesday 22 and Thursday 23 June 2022 by Zoom. Second interviews will be held in Cardiff on Wednesday 29 June 2022.

If you have any questions about the role or would like an informal discussion, please contact Peter Bellingham initially by email on [peter@sinfonia.cymru](mailto:peter@sinfonia.cymru)