

SCOTTISH BALLET

CANDIDATE BRIEF

Context

Scottish Ballet is recruiting two NEDs to replace the previous incumbents who have fulfilled the requisite two by three year terms and have recently retired from the Board.

Scottish Ballet's mission is to: 'Inspire on stage and beyond.' Our NEDs play an important role in delivering this mission; assisting the company to grow, develop, and to 'shine' on the world stage, as well as statutory and regulatory governance responsibilities relating to our charitable purposes.

A new five year strategy was launched in 2017 – 'Towards 50 and *beyond*' – that sets out the aims and ambitions of the company as it worked towards its 50th anniversary in 2019 and beyond it. As part of this strategy a major commissioning programme was initiated (a commitment to five new full length works over five years) and a commitment to build a global audience base through international touring and wider engagement via unique digital/screen content.

The strategy was updated in 2022 – 'Breaking Ground, *beyond* 50' – leading with a revised set of values: Innovation, Inclusion and Excellence; along with an 'audacious goal' to grow SB's global community to 1 million by 2027. The strategy sets out a plan to achieve this by broadening reach, building relationships, and with the ultimate end-goal to generate revenue to support all of the company's activities and ensure long term financial sustainability.

Underpinning this audacious goal is a commitment to new work and new voices, both for stage and screen, and to deliver inspiring community and educational engagement programmes that promote and support wellbeing across the whole of life cycle (read more here <https://scottishballet.co.uk/move-with-us/dance-classes/#dance-health-classes> <https://scottishballet.co.uk/move-with-us/young-people-schools-communities/safe-to-be-me/>)

We continually work to increase our understanding of our 'audiences' (in the broadest sense) and in turn to deepen our relationship with them. A revised Friends scheme (SB's new global membership programme) hopes to provide meaningful, long-term connections, across international touring markets as well as at home, through unique and endearing stage, screen, and participation offerings.

These two NED positions will provide challenger and advocacy voices to the Board, in the key areas of global brand strategy and digital engagement, as we move forward with this ambitious strategy.

Ongoing pressures on public funding, along with ever-increasing costs of touring a national ballet company mean that it is critical to increase our revenue from other sources. As well as growing ticket revenue from the company's core touring, we will continue to develop our 'earned' income streams: sponsorship, private giving and commercial opportunities.

Scottish Ballet produces much ground-breaking new work. Our success in the theatre is now matched with award winning digital content, which maximises the opportunity to build a dynamic brand that increases reach at home and abroad.

We hope that our two new NEDs will make a meaningful and lasting contribution to Scottish Ballet's mission and global ambition, helping us to shine on the world stage.

Leadership Responsibilities of all NEDs:

To support the Chair and Board to lead Scottish Ballet and maintain its values and distinct identity, by:

- Providing sound, relevant leadership experience to input to Board deliberations and act as a 'sounding board' to the visionary ideas of the executive and SB leaders
- Helping to ensure Scottish Ballet succeeds as Scotland's National Dance Company; contributing to Board leadership and deliberations, and supporting the executives and company through experience, networks, and mentoring
- Acting as an ambassador for Scottish Ballet and contribute to successful stakeholder relationships
- Sharing Board responsibilities for identifying and implementing the right strategic direction, consistent with Scottish Ballet's national and global growth ambitions
- Ensuring sound succession arrangements, at executive and NED level, a soundly governed institution with longevity, and good risk management
- Attending Board and committee meetings and actively contributing where appropriate
- Demonstrating the right leadership behaviours to support a positive culture of innovation, growth, and collaboration within the company
- Demonstrating an affinity with the arts and in particular, dance
- Understanding of the difference between executive and NED leadership roles.

Candidates may demonstrate one or a mix of the following key attributes.

1. Digital Engagement/ Membership (global)

- A deep understanding of the technology environment and its potential impact on different aspects of the work of Scottish Ballet
- Strong commercial/marketing experience, preferably in one or more of broadcasting & distribution, digital strategy & sales, media or product development
- Experience of digitally transforming a business through membership, meeting customer demand for digital content and experiences (across small and large screen formats etc)
- Familiarity with licensing and other frameworks that impact digital or broadcasting presence
- Understanding of how membership can support the company's artistic innovation
- Ability to inform and critique the company's membership/digital strategy and communicate strategic and technological digital issues simply and in compelling terms.

2. Global brand strategy

- Experience of working in an international environment, most likely in a brand agency or consumer-facing business
- Experience of working with high profile consumer brands and businesses, ideally to include launching products or services in new territories
- Strong commercial expertise in building brand strategies and / or global marketing campaigns
- Ability to evaluate Scottish Ballet's brand impact on the profile and reach of the company nationally and internationally
- Ability to inform and critique the company's brand/ communications strategy and communicate strategic issues simply and in compelling terms.