

# Akādemi

## Trustee Recruitment Pack November 2017



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**ARTS COUNCIL  
ENGLAND**

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## Message from the Chair

Dear applicant

Thank you for your interest in joining Akademi's board. Our new trustees will be joining a thriving organisation at an important juncture as we approach our 40th anniversary. We are looking to build the board's experience base in a range of areas.

With a refreshed business plan and an ambitious artistic programme, we are heading into a new four-year funding agreement (2018-22) with our major funder Arts Council England and significant new strategic relationships emerging in the UK and India.

I am proud to chair Akademi. My fellow trustees are a highly committed team with a broad range of skills and experience. Our management and staff go above and beyond every day to deliver high quality work that has a deeply meaningful impact on audiences, artists and communities around the UK and beyond.

The following pack includes some background on Akademi, our work and governance, a role description, and information about how to apply. If you would like to have an informal conversation about the role, or require any further information, please contact Akademi's Administrative Director Tim Foxon (tim@akademi.co.uk or call 020 7691 3210).

I hope you will consider applying for this rewarding position and we look forward to hearing from you.

Yours faithfully

Paul Parashar, Chair of Trustees  
November 2017

*Cover: Paradiso, Man's Enduring Search for Perfection (2017)*

*Photo: Simon Richardson*

*Below: Coming of Age (2000)*

*Photo: Richard Haughton*



## Application process

Please read the recruitment pack carefully. If you require any further information, or would like an informal conversation about the role of trustee, please do not hesitate to contact Tim Foxon, Administrative Director on [tim@akademi.co.uk](mailto:tim@akademi.co.uk) / 020 7691 3210.

To apply, please email Tim Foxon a CV and introductory letter outlining your interest in joining Akademi's board and the specific skills and experience you have that are relevant to the role of trustee.

We are particularly keen to hear from applicants with skills and experience in the following areas:

- **PR, marketing and audience development**
- **Digital innovation**
- **Private sector fundraising and philanthropy**
- **Impact measurement and evaluation**
- **Arts in health and community settings**

The deadline for responses is Monday 19 February 2018.

Applications will be considered by a panel of trustees, with suitable candidates invited to an interview in March with the chair, another board member and senior staff.

If you have a disability and need any reasonable adjustments to be made for you to be able to participate in the selection process, please contact us as soon as possible so we can accommodate your needs.

**Data Protection Act 1998:** The information you provide as part of your application will be used in the selection process. All information about you will be securely held, with access restricted to only those involved in dealing with your application. Unless you are invited to become an Akademi trustee, your data will be kept for twelve months and then destroyed. By submitting your application you are giving your consent to your data being stored and processed for the purposes of the selection process.

## Introduction to Akademi

Akademi has led the way in bringing South Asian dance to mainstream attention since 1979.

Approaching our 40th anniversary, we are embarking on an ambitious programme of strategic development that will see us enhance our position as the UK's leading producer of South Asian dance, build strong talent pathways for the next generation of dancers and choreographers and place inspirational learning and participation programmes at the heart of our work.

Our artistic outlook is progressive, inquisitive, and truly diverse. We aim to challenge public perceptions and stereotypes of Indian dance through risk-taking creativity.

We are passionate about taking our work to disadvantaged communities and those who may never have experienced live dance performance. We also serve the growing South Asian community in London – the capital's second largest minority population – offering meaningful connection with Indian cultural traditions in a cosmopolitan British context.



Bells (2007) Photo: Pete Schiazza

## Impact

Over the last three years, Akademi:

- Reached live audiences UK-wide of 190,000 with 151 performances
- Delivered 339 workshops, with 7,500 attendances
- Provided 300+ artist development opportunities
- Reached millions globally through broadcast features on BBC TV and Radio, Zee TV, RSTV and Aaj Tak
- Increased our aggregate digital reach by 235%



*Akademi's Learning and Participation work. Photo: Niki Sianni*

Recent achievements have included:

- A performance at Buckingham Palace at a reception hosted by Her Majesty the Queen, marking the launch of the UK-India Year of Culture.
- Successful three-year grant from Big Lottery Fund for Dance Well, a programme of workshops for older adults to promote health and wellbeing and tackle loneliness and isolation.
- Commissioning of 18 new pieces from emerging and mid-career South Asian choreographers, leveraging over £150,000 of additional funding to develop and tour the work
- Creation of new work including an outdoor show *Paradiso: Man's Enduring Search for Perfection*, and large-scale commercial performances *Umrao Jaan* (as part of Akademi's first fundraising gala) and the privately-commissioned *Mughal-e-azam*.
- A new proscenium production, *The Troth*, touring in 2018, which has unlocked new partnerships and funding streams including the Indian Government, UK Ministry of Defence, PRS for Music Foundation, Cockayne Grants for the Arts, and The Space.

## Our Mission and Vision

Our **vision** is that professional South Asian dance is thriving at the centre of British cultural life. We want everyone, no matter their age or background, to have the opportunity to experience, learn about or participate in South Asian dance, and in doing so gain an understanding of different communities and cultures. Akademi is a catalyst for change, a proactive and collaborative partner, creating outstanding artistic experiences and ensuring that London is a driving creative force for South Asian dance globally.

Our **mission** is to inspire audiences and change lives by creating and nurturing excellence in classical, contemporary, popular and participatory South Asian dance.

## Our Programme

Our programme falls under three core aims:

- PERFORMANCE
- ARTIST DEVELOPMENT
- LEARNING AND PARTICIPATION

**PERFORMANCE:** to be the leading producer of South Asian dance across classical, contemporary and popular forms, growing audiences by taking work to new places, building strong local, national and international partnerships, and using technology to deepen engagement and widen reach.



*Waterscapes (2004) Photo: Richard Haughton*

Current performance work includes: PARADISO: MAN'S ENDURING SEARCH FOR PERFECTION, an outdoor piece inspired by classical literature and mythology and choreographed by José Agudo with music by Bernhard Schimpelsberger; and THE TROTH, a physical contemporary dance work directed and choreographed by Gary Clarke, based on the Hindi classic short story Usne Kaha Tha, touring India and the UK in 2018 to mark the centenary of World War I.

**ARTIST DEVELOPMENT: to empower South Asian dance artists to build sustainable professional careers in performance, choreography and participatory practice.**

Current artist development work includes: NAVADAL, a national South Asian dance youth competition, NAVODIT, nurturing and showcasing emerging performers, DAREDEVAS, creating collaborative opportunities for established artists, and an evolving programme of choreographic development including training and new commissions.

DAREDEVAS (2017) Photo: Simon Richardson



**LEARNING AND PARTICIPATION: to deliver meaningful, evidence-based interventions using participatory dance and movement to achieve measurable, positive outcomes for education, skills, health, wellbeing, and social cohesion.**

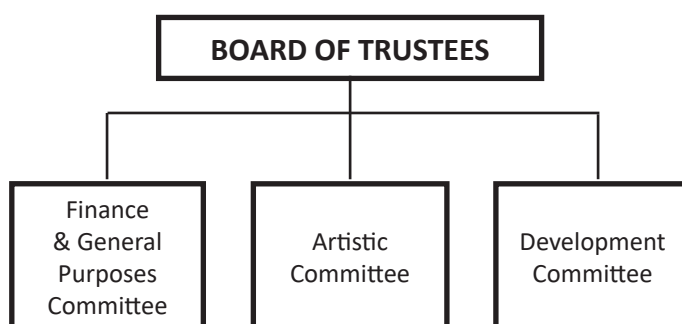
Current Learning and Participation work includes DANCE WELL, a Big Lottery funded programme which enables older adults to attend regular dance and movement sessions in care homes, day centres and hospitals; REACH OUT AND REVEAL, funded by Paul Hamlyn Foundation, exploring how South Asian dance might support children and young people with Austistic Spectrum Conditions; HOSPITAL PERFORMANCES, including a monthly residency at Chelsea & Westminster Hospital; and a wide range of school and community workshops.

## Governance

Akademi is a company limited by guarantee registered in England and Wales (Company No. 5294528) and a registered charity (No. 1107249).

It is governed by a board of trustees. Several sub-committees report to the board including:

- Finance & General Purposes Committee (F&GP)
- Artistic Committee
- Development Committee (under discussion)



Day-to-day management is delegated to the Director (Mira Kaushik OBE) who is supported by an Administrative Director and a small team of staff and freelancers.

Akademi has a trading company (Akademi Trading Limited) which is currently dormant, but has potential to be activated in the near future. The trading company has its own board of directors, including one Akademi trustee.



## Board of Trustees

Trustees are elected for a three-year period, which can be renewed by re-election at the annual members' meeting. The board of trustees undertakes the following functions:

- Sets and maintains vision, mission and values
- Develops strategy
- Establishes and monitors operational and governance policies
- Creates and monitors comprehensive, fair and legal policies for employment, recruitment, performance and remuneration of staff
- Ensures compliance with the Memorandum and Articles of Association including Akademi's charitable objectives
- Ensures accountability required by law to the Charity Commission, HMRC, Companies House, Information Commission, UK Visas and Immigration and other statutory bodies
- Ensures compliance with the law across all activities
- Maintains proper fiscal oversight, including securing sufficient resources to fulfil the charity's mission, monitoring spending, approving budgets and financial reports, minimising risk and protecting the organisation from liability through acquiring appropriate insurance
- Selects, manages and supports the Director and ensures appropriate succession planning is in place
- Respects the role of staff and creates policy to guide activities and safeguard the interests of the organisation
- Maintains effective board performance through productive meetings, high standards of conduct, effective committees, appropriate recruitment and induction processes, regular skills audits and performance reviews
- Promotes and advocates for the organisation, enhancing and protecting its reputation

## Committees

### Finance and General Purposes Committee (F&GP)

The Committee ensures detailed scrutiny of all financial, HR and legal matters relating to Akademi. It oversees internal financial and risk management procedures. The Committee:

- Receives and consider reports from the Director and Administrative Director on finance, human resources and legal matters
- Reviews the quarterly management accounts and other financial reports, monitoring performance against income and expenditure
- Oversees the completion of the annual Independent Examination of the accounts
- Reviews and interrogate draft annual budgets before decision by the board
- Reviews key strategies and policies including particularly those around income generation and overall financial management
- Reviews and support the development of Akademi's business plan
- Makes recommendations to the board about staffing structure, salaries and conditions of employment, maintaining an overview of HR policies
- Reviews and maintain the risk register
- Ensures that Akademi has robust frameworks and procedures in relation to finance, HR and legal matters, keeping these under regular scrutiny and review
- Makes recommendations to the Board of Trustees in relation to all of the above. The Board of Trustees is responsible for final decisions

## Artistic Committee

Akademi's Artistic Committee exists to advise the Director and Board of Trustees on artistic strategy including performance, programming and artist development matters. The Committee will:

- Review and monitor performance, programming and artist development activity
- Oversee the development of strategies for performance, programming and artist development
- Act as a sounding board for artistic planning, ensuring appropriate balance between ambition and risk
- Ensure appropriate measures are in place to evaluate Akademi's artistic impact
- Monitor KPIs in relation to artist development and performance
- Ensure Akademi's artist development framework aligns with industry best practice
- Review and monitor recruitment and programming policies, ensuring standards of excellence are maintained
- Ensure Akademi remains connected with trends and issues across South Asian dance and the wider cultural sector
- Make recommendations to the Board of Trustees in relation to all of the above. The Board of Trustees is responsible for final decisions.

## Development Committee

It is an ambition of the Board of Trustees to establish a Development Committee to oversee, develop and implement aspects of Akademi's fundraising strategy.

The committee is expected to:

- Support the fundraising activities of Akademi by working with senior staff, fellow Committee members, Trustees, sponsors, individuals from within their own social and business circles and suppliers to raise funds in support of Akademi's programmes
- Act as positive advocates of Akademi within their own networks and social circles
- Introduce business and philanthropic leads from within their own circles to the work of Akademi as potential supporters
- Propose individuals from within their own networks to the Chair and senior staff to join the Committee

*Umrao Jaan (2015)  
Photo: Simon Richardson*



## Finances

Akademi is a financially stable charity with appropriate levels of reserves and no current cash flow challenges. Careful cost control has enabled the organisation to build its free reserves to a target of £178,000, with additional designated funds which are being invested in strategic growth initiatives.

At the same time, like most arts charities, the organisation faces an ongoing fundraising challenge. Arts Council England core (NPO) funding is fixed at £215,000 annually until 2021/22 (this represents a standstill position in cash terms since 2015/16). In 2016/17 our ACE grant represented 47% of our income.

Other grants in 2016/17 amounted to £170,000 (including multi-year funding from the Big Lottery Fund).



Earned income has increased significantly in recent years, with the main sources being performance fees and commissions, local authority contracts, workshop fees and corporate/private events. We see further growth potential in all these areas.

Private giving has fluctuated and needs further long-term work to become a more reliable source of annual income.

In the current financial year, Akademi has registered for VAT and also expects to make its first Theatre Tax Relief claim.

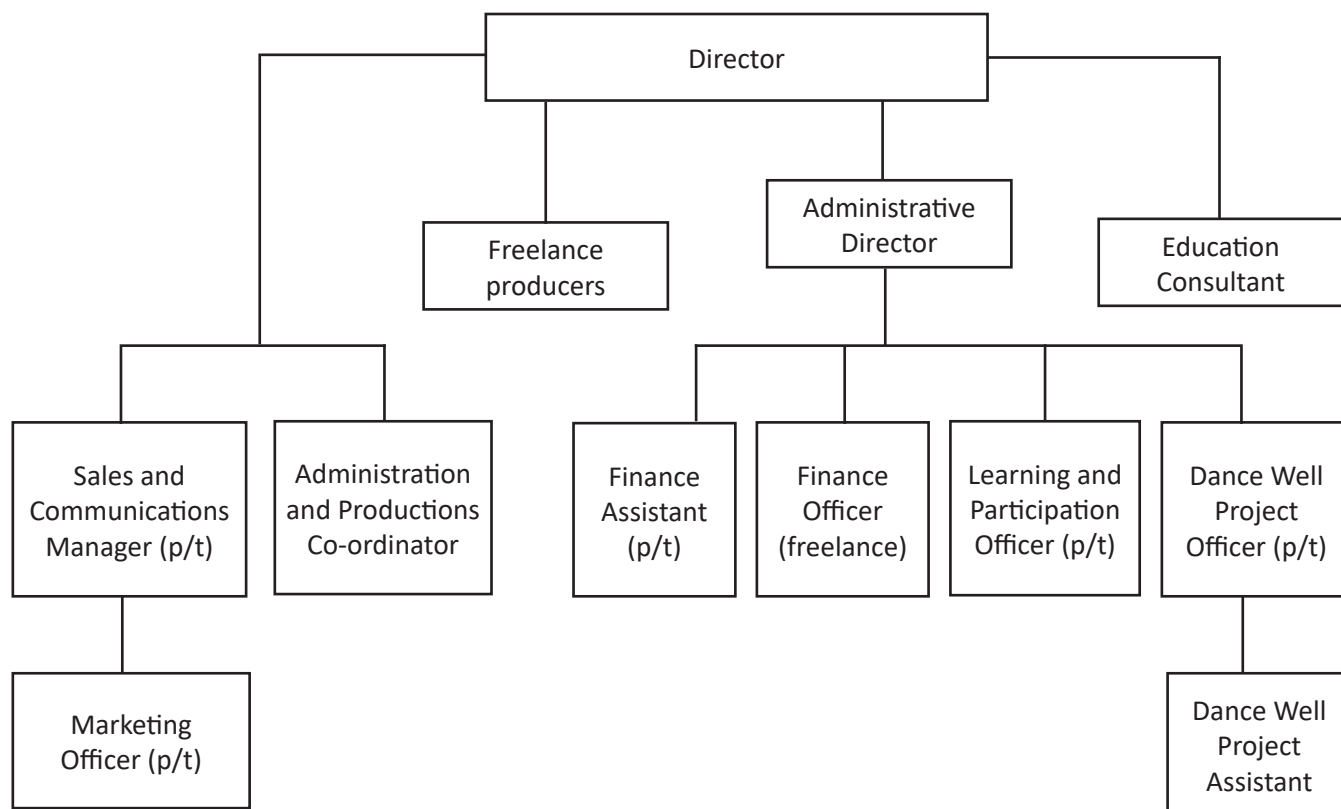
For detailed financial information, please review recent Annual Reports and Accounts on the Charity Commission website.

Photo: Pete Schiazza



	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Actual)	2017/18 (Budget)
<b>Grants</b>				
ACE NPO	253,631	215,000	215,000	215,000
ACE strategic	50,070	31,174	0	50,000
Other grants	39,717	87,084	169,827	173,671
<b>Earned Income</b>				
Performances	16,507	8,912	8,385	38,700
Learning and Participation	7,299	17,269	12,971	29,280
Corporate and private events	5,100	10,000	27,974	18,000
<b>Private Giving</b>	7,116	30,047	19,470	8,200
<b>Other</b>	2,738	5,766	2,134	11,300
<b>Total</b>	<b>382,177</b>	<b>405,252</b>	<b>455,761</b>	<b>544,151</b>

## Staff Structure



*Sufi:Zen (2009) Photo: Pete Schiazza*



## Role Description

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<b>Role:</b>	Trustee
<b>Time Commitment:</b>	Four main board meetings a year One awayday is usually held per year Occasional extraordinary meetings Additional time will be required where a trustee is elected to a sub-committee Trustees are encouraged to engage with Akademi's work, including attendance at performances and events
<b>Remuneration:</b>	The role of trustee is voluntary however reasonable out of pocket expenses will be reimbursed
<b>Location:</b>	Meetings are held in London
<b>Term:</b>	Three years (trustees may stand for re-election for a second term)
<b>Reporting to:</b>	Chair of Trustees

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## Duties

The duties of a trustee board member are:

- To ensure that Akademi complies with its governing document (Memorandum and Articles of Association), charity law, company law and any other relevant legislation or regulations
- To ensure that Akademi pursues its objects as defined in its governing document
- To ensure that Akademi applies its resources exclusively in pursuance of its objects
- To contribute actively to the board of trustees by giving firm strategic direction to Akademi, setting overall mission, vision and values, defining goals, setting targets and policies, and evaluating performance against agreed targets
- To ensure the financial stability of Akademi, maintain proper fiscal oversight and ensure sufficient resources are secured to fulfil the charity's mission
- To ensure that controls and reporting systems are robust
- To review and monitor risks
- To safeguard and promote the good name and values of Akademi, enhancing its reputation and ensuring transparency and accountability in the organisation's activities
- To actively contribute to Board recruitment, development and review and succession planning
- To contribute their expertise and time in furtherance of the aims and goals of Akademi, not only in Board and sub-committee meetings, but through extra work as required
- To participate in the board-staff mentoring programme
- To respect the role of staff
- To maintain confidentiality of Board business
- To declare any potential conflicts of interest at the earliest opportunity
- To attend all board meetings, except when absence is unavoidable
- To engage fully in the charity's work, including attendance at performances/events and, on occasion, to formally represent the charity on behalf of board and staff
- To agree, in the event of the company's insolvency, they will contribute an amount limited to £1 to the costs of winding up of the company

## Person Specification

Each trustee must have:

- a commitment to Akademi's mission and vision
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- a willingness to meet the minimum time requirement
- integrity
- strategic vision
- good, independent judgement
- an ability to think creatively
- an ability to communicate clearly and sensitively and to take an active part in discussions
- an ability to work effectively as a member of a team

## Skills and experience

Across the board of trustees there should be a mixture of generalist and specialist expertise (and access to networks) in the following fields:

<b>The Arts</b> Arts and creative education Contemporary dance Performing arts sector South Asian dance	<b>Social Impact</b> Community arts development Health and wellbeing
<b>Profile and positioning</b> Audience development Communication and advocacy Digital technology Marketing Press and Public Relations	<b>Charity Governance</b> Equality and diversity Financial Management Human Resources IT Legal, incl. Charity and Company law
<b>Strategy</b> Impact measurement Strategic and business planning	<b>Income Generation</b> Commercial income Philanthropy Public funding Sponsorship Trusts and Foundations

## Current funders and major partners



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**



**phf** Paul Hamlyn  
Foundation



**Ministry of Culture**  
Government of India



भारतीय सांस्कृतिक सम्बंध परिषद्  
Indian Council for Cultural Relations



**Esmée  
Fairbairn**  
FOUNDATION



**Open  
Fund**  
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**COCKAYNE**

**The London  
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**watermans**

**SOUTHBANK  
CENTRE**

**CURVE**

  
The Nehru Centre



 **Camden**

**YOUNG  
CAMDEN  
FOUNDATION**



**EasternEye**

 **the space**



## Akademii Patrons

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Anish Kapoor CBE  
Girish Karnad  
Nirmalya Kumar

Nina Nannar  
Surina Narula MBE  
Anoushka Shankar

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