



Akādemi

**JOINT CHIEF EXECUTIVES
RECRUITMENT PACK**

FROM THE CHAIR

Thank you for your interest in the roles of Joint Chief Executives at Akademi South Asian Dance.

As Akademi reaches its 40th anniversary in 2019 our passion and ambition for South Asian dance remains as strong as ever.

Our programmes bring South Asian dance to mainstream attention, capturing the public's imagination through inspiring storytelling and unique spectacle. We create vitally important talent pathways for the next generation of dance artists. Every week, our artists can be found in the heart of the community, creating life-affirming experiences for those who are disadvantaged, disengaged or isolated.

Since its foundation in 1979, Akademi has been a vital creative bridge between South Asian and British cultures. In an ever-evolving political, social and artistic context, our uniquely hybrid approach ensures continued relevance. As a British company rooted in London's multicultural communities, we celebrate South Asian dance in all its forms. Our work not only preserves and nurtures classical traditions, but also pursues cross-fertilisation of cultures and ideas.

The Board is looking to appoint an Artistic Director and an Executive Director to lead the company as Joint Chief Executives into its next phase. We look forward to receiving your application and hearing about your ideas for the future of Akademi.

This pack includes:

- Information on Akademi
- A job description and person specification for each role
- A summary of the main terms and conditions
- Information on how to apply.

Further information about Akademi can be found on our website akademi.co.uk. Our most recent annual report and 2018-2022 Business Plan are available on request from Sarah Robson.

We would be very happy to have an informal and confidential conversation with prospective candidates. Please contact myself at paul@parasharassociates.co.uk or Sarah Robson, Trustee at sarah@sarahrobson.co.uk. Please do not contact the Akademi office to speak to any current staff about this role.

**The closing date for applications is midday
Friday 14th June 2019**

We look forward to hearing from you.

Paul Parashar
Chair, Akademi South Asian Dance

ABOUT AKADEMI

Akademi has celebrated South Asian dance in all its forms since 1979. Now in our 40th anniversary year, we have embarked on an ambitious programme of strategic development that is seeing 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 South Asian 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 South Asian cultural traditions in a cosmopolitan British context.

Embracing the plurality of classical, contemporary and commercial South Asian dance styles, our pioneering work has nurtured world-class artists, contributing significantly to Britain's international reputation for innovation in South Asian dance.

Akademi's major achievements have included the founding of the Indian dance faculty at the Imperial Society of Teachers of Dance (now exporting the syllabus globally), landmark outdoor performances including *Coming of Age* - the first major outdoor performance ever mounted at Southbank Centre, and the first South Asian dance performance in the Houses of Parliament in modern times.

Vision and mission

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.

Core Development Aims

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.

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

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

OUR WORK

Performance

Sufi:Zen

Choreographed by Gauri Tripathi Sharma, and with music from Shri Sriram, *Sufi:Zen* exists in a world of contrasts – of ice, fire, entropy and energy, introspection and divine omniscience.



Credit: Pete Schizza

Paradiso: Man's Enduring Search for Perfection

Choreographed by Jose Agudo with music by Bernhard Schimpelsberger, *Paradiso* is inspired by classical literature and mythology and combines dance, music and spectacular visual tableaux.



Credit: Simon Richardson

The Troth / Usne Kaha Tha

A physical contemporary dance work based on a classic of Hindi literature, *The Troth* is directed and choreographed by Gary Clarke with music by Shri Sriram. *The Troth* is a story of love, loss and sacrifice which commemorates India's contribution to World War I. Created as part of the UK-India Year of Culture, *The Troth* has recently toured throughout India, the UK, including the Queen Elizabeth Hall in the Southbank Centre.



Credit: Simon Richardson

Learning and Participation

We create high impact arts programmes that promote physical and mental wellbeing for older adults, as well as creative learning and skills development for young people. Dance Well provides South Asian dance inspired movement sessions in care homes, community centres, day centres and hospitals. Participants include heart and lung patients, people living with dementia, and older adults experiencing isolation and loneliness.

Through our Reach Out and Reveal programme we are working with schools for children with Autistic Spectrum Conditions, exploring how South Asian Dance might support pupils' communication and physical needs. We are collaborating with teachers, artists and therapeutic practitioners to explore new ways of working with young people and finding new, creative ways of expression and communication.



Courtesy: Akademi



Credit: Vipul Sangoi

Artist Development

Our artist development work is rooted in a deep knowledge of the needs of dancers and South Asian dance traditions, but also recognises the importance of connecting with partners and audiences in the mainstream dance sector. By creating needs-responsive training and development opportunities, we aim to make a long-term impact on the ability of South Asian dancers to pursue sustainable, creative, varied and rewarding professional careers in the UK.



Credit: Vipul Sangoi

GOVERNANCE, STAFFING AND FINANCES

Akademi is a registered charity and a company limited by guarantee. We are overseen by a board of trustees, chaired by Paul Parashar. Akademi has a permanent staff team of 9 employees (full time and part time) and additionally works with freelance contractors, technical, stage management and creative teams and artists.

Akademi is a financially stable charity with appropriate levels of reserves and no current cash flow challenges. In 2017/18 the company reported a turnover of £640,000. Akademi has free reserves of £178,000, with additional designated funds which are being invested strategically in programming and growth.

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 2017/18 our Arts Council grant represented 36% of our total income. Fundraising from trusts and foundations and individuals 29%, earned income from performances, workshops and classes 27% and 8% from other sources.

Income



■ ACE ■ Fundraising ■ Earned income ■ Other

Key funder



Supported using public funding by

**ARTS COUNCIL
ENGLAND**

Project sponsors

John Lyon's Charity, BBC Children in Need, City Bridge Trust and The Linbury Trust, part of The Sainsbury Family Charitable Trusts.

JOB DESCRIPTION | ARTISTIC DIRECTOR AND JOINT CHIEF EXECUTIVE OFFICER (CEO)

Reports to: Board of Trustees

Responsible for:

- Employees: Direct management responsibility for the Artist Development and Learning and Participation teams and joint management of an administrator.
- Freelancers: Producers, Associate Directors, Dancers Choreographers, Technical and other staff for specific projects.

Purpose of the role

As Joint CEO

- In collaboration with the Executive Director, the Artistic Director will be accountable to the Board for the delivery of the artistic, strategic and financial performance of Akademi, ensuring the long term sustainability of the company.
- The Joint CEOs will ensure the maintenance of a long-term partnership with Arts Council England and other key funders.

As Artistic Director

- To provide inspirational artistic leadership, advocate for and represent Akademi nationally and internationally and provide the artistic framework in which Akademi and South Asian Dance can flourish.
- In consultation with Akademi's Board of Trustees and artistic community develop and deliver the organisation's creative vision and values.

The following responsibilities reflect our current perception of the role, however, there is the likelihood that these will evolve as the roles develop.

Key Responsibilities

As Joint CEO (with the Executive Director)

- Share equal responsibility for the long term artistic, financial and operational success of Akademi.
- Work closely with the Executive Director to develop, deliver and monitor the strategic, financial, marketing and business plans, with an emphasis on sustainability and entrepreneurialism.
- Ensure there is the organisational capability to meet the needs of the plans with a focus on the quality of output and management capacity.
- Prepare annual budgets for approval by the Board and ensure efficient and prudent financial management and a culture of financial discipline within the company.
- Initiate and maintain excellent working relationships with current and potential partners in the public and private sectors, stakeholders, and funders, both locally and nationally to obtain and develop their support for Akademi's activities.
- Agree on the development and implementation of the fundraising strategy and activity and prepare fundraising bids.
- Manage, lead and inspire the team to deliver work to the highest standards, ensure staff are recognised and developed and everyone adheres to the values of Akademi.

- Develop an internal communications strategy ensuring cross departmental inclusivity and regularity of meetings.
 - Develop a communications and media strategy which enables Akademi to articulate the positive outcomes it delivers across artistic, development, social welfare, education and other impacts as appropriate.
 - Ensure the organisation complies with the all legal and fiscal regulations that it is bound by.
 - Work closely with the Board and its subcommittees and ensure the Board is kept aware of developments and the achievement of objectives.
 - Network and advocate on behalf of Akademi to develop awareness of and support for our activities.
 - Ensure Akademi's technological resources meet the needs of the company and allow for the extensive use of digital activity in production, marketing, learning and participation and artist development.
 - Ensure the corporate image, identity, marketing and presentation of Akademi reflects the professional nature of the organisation.
- a 40-year history of championing South Asian dance and artists. These will include proprietary productions, collaborations and subcontracted work as well as programmes undertaken by the company.
- Creating and delivering artistic projects which contribute to the development of audience engagement.
 - Brokering and building productive partnerships with co-producers, partner organisations and other creative collaborators.
 - Creating a programme that offers a wide range and variety of engagement points for audiences, participants and artists locally, across the UK and internationally.
 - A comprehensive programme of artist development initiatives that support and nurture both individual artists and the South Asian dance sector.
 - Managing the Learning and Participation programme and team, with strategic input and the sourcing of funding and submission of applications from a leading external expert. In conjunction with the expert, raise the profile of Akademi's education and community work to enhance participation in and access to the art form and the development of the artists' skills
 - Actively engaging in Akademi's artistic programme, which may include choreographing and directing work where appropriate, whilst allowing for the development of new talent.
 - Ensuring artistic programmes are in line with resource planning and organisational capacity.
 - Working with the Head of Marketing and Sales to develop marketing and communication campaigns to promote the artistic programmes.

As Artistic Director:

Artistic Direction

- Providing inspirational artistic leadership which puts Akademi at the forefront of the South Asian dance sector and a major player in the wider dance sector.
- Developing, implementing and articulating Akademi's artistic vision and policy in line with the strategic plan.
- Producing and commissioning innovative and future facing performances and events in the context of a company with

- Delivering the implementation of the artistic programme on time and within budget.
- Taking a lead on relevant funding bids and actively seeking new sources of public and private income.
- Creating collaborative and strategic partnerships with other dance, arts, and creative organisations which will enable Akademi to expand its artistic ambitions nationally and internationally.
- Working with staff and freelance performance and artistic experts to evaluate the artistic programmes to ensure Akademi meets audience and constituent needs and the objectives of the strategic plan.
- Produce reports on the artistic work for the Board of Trustees.
- Ensuring that Health and Safety requirements are met on all artistic events by all staff and freelancers.
- Working with freelance development experts to raise specific funds as required.
- Attending Board meetings and relevant committee meetings and producing reports as required.
- Ensuring that the intentions and requirements of the Akademi's Equality and Diversity Policy are applied personally and by all staff and freelancers.
- In addition to the above, undertaking any other duty or responsibility which may reasonably be requested by Akademi's Board of Trustees.

Akademi requires that all staff work in a flexible manner compatible with their jobs and in line with the objectives of the company.

Please note that the job description for this position may be reviewed and amended to incorporate the future needs of Akademi.

Leadership and Management

- Leading, managing and supporting direct reports to achieve their objectives and ensuring there are opportunities for professional development within a fair, supportive and energised working environment
- Following agreed policies and procedures in all aspects of the role.

General

- Representing Akademi at public functions, conferences, in interviews with the media and at strategic South Asian arts and dance events to communicate and promote the artistic vision and activities of Akademi.
- Undertaking personal training and development as required.

PERSON SPECIFICATION | ARTISTIC DIRECTOR

Skills, Knowledge and Experience

Essential

- The ability to produce a compelling vision for the future of Akademi, with the proven ability to deliver an ambitious and visionary artistic programme.
- Proven extensive experience and knowledge of South Asian Dance in all its forms
- A demonstrable commitment to equality and diversity.
- A well connected influencer who is respected in their sector.
- A track record in high quality artistic decision-making and productions.
- Significant experience of brokering productive partnerships with artists, arts organisations and other stakeholders.
- The ability to motivate and inspire creative contributors, staff, funders and partners.
- A sound financial understanding and aptitude in order to deliver Akademi's financial model in conjunction with the Executive Director.
- Ability to work in a collaborative way with colleagues, Board, stakeholders and partners and with the Executive Director in the role of Joint Chief Executive.
- Ability to advocate and network on behalf of Akademi.
- A commitment to making arts accessible and inclusive.

Desirable

- Leadership of a professional dance company or organisation.
- Experience of managing Learning and Participation programmes.
- Productive and wide ranging contacts in the dance sector.

Personal attributes

- Excellent communication and interpersonal skills.
- A strong and effective leader with the ability to support and enable others to reach their potential.
- Cultural curiosity.
- Resilience and a proactive approach in the face of challenges.
- Confidence and ability to successfully balance risk and opportunity with an entrepreneurial approach.
- The ability to “think outside the box” and bring a fresh perspective to the artistic vision.

JOB DESCRIPTION | EXECUTIVE DIRECTOR AND JOINT CHIEF EXECUTIVE OFFICER (CEO)

Reports to: Board of Trustees

Responsible for:

- **Employees:** Direct management of Finance and Marketing with shared responsibility for an Administrator.
- **Freelancers:** Fundraising consultants, PR company, specialist consultants and advisers as required.

Purpose of the role

As Joint CEO

- In collaboration with the Artistic Director, the Executive Director will be accountable to the Board for the delivery of the artistic, strategic and financial performance of Akademi, ensuring the organisation remains financially resilient and sustainable and artistic excellence can flourish.
- The Joint CEOs will ensure the maintenance of a long-term partnership with Arts Council England and other key funders.

As Executive Director

- In consultation with Akademi's Board of Trustees, develop and deliver the organisation's organisational, marketing and financial vision.
- To ensure the sound financial management of the organisation, successful delivery of core funding agreements, and the management of Akademi's business resources - human, financial and administrative.

The following responsibilities reflect our current perception of the role, however, there is the likelihood that these will evolve as the roles develop.

Key Responsibilities

As Joint CEO (with the Artistic Director)

- Share equal responsibility for the long term artistic, financial and operational success of Akademi.
- Develop, deliver and monitor the strategic, financial, marketing and business plans, with an emphasis on sustainability and entrepreneurialism.
- Ensure there is the organisational capability to meet the needs of the plans with a focus on the quality of output and management capacity.
- Prepare annual budgets for approval by the Board and ensure efficient and prudent financial management and a culture of financial discipline within the company.
- Initiate and maintain excellent working relationships with current and potential partners in the public and private sectors, stakeholders, and funders, both locally and nationally to obtain and develop their support for Akademi's activities.
- Agree on the development and implementation of the fundraising strategy and activity and prepare fundraising bids.
- Manage, lead and inspire the team to deliver work to the highest standards, ensure staff are recognised and developed and everyone adheres to the values of Akademi.

- Develop an internal communications strategy ensuring cross departmental inclusivity and regularity of meetings.
- Develop a communications and media strategy which enables Akademi to articulate the positive outcomes it delivers across artistic, development, social welfare, education and other impacts as appropriate.
- Ensure the organisation complies with the all legal and fiscal regulations that it is bound by.
- Work closely with the Board and its subcommittees and ensure the Board is kept aware of developments and the achievement of objectives.
- Network and advocate on behalf of Akademi to develop awareness of and support for our activities.
- Ensure Akademi's technological resources meet the needs of the company and allow for the extensive use of digital activity in production, marketing, learning and participation and artist development.
- Ensure the corporate image, identity, marketing and presentation of Akademi reflects the professional nature of the organisation.

As Executive Director:

Strategy and Finances

- Translating the strategic plans into operational, financial and marketing plans with specific KPIs.
- Ensuring the financial security of the organisation by implementing appropriate and robust financial planning, processes and controls.
- Submitting financial and legal information as required to authorities.
- Generating the necessary income for the

company, including fundraising, earnings from commercial activities and sourcing new income streams.

- Managing and reviewing budgets to agreed targets, taking appropriate decisions weighing up financial and artistic risk.
- Overseeing the timely management of the annual budget, financial systems and independent examination procedures.

Staff and Resource Management

- Ensuring organisational and resource planning is in line with long- term strategies, including staff, contracted staff, funding and other support structures and work processes.
- Ensuring that Akademi fulfils its duties as an employer with regard to statutory responsibilities and all policies and contracts are legally compliant, follow best practice and are communicated to staff; ensuring freelance staff have legally compliant contracts and adhere to Akademi's policies where applicable.
- Creating a fair, supportive and energised working environment and actively enable the professional development of all staff.
- Advising on performance management issues and ensure they are dealt with fairly and promptly.
- Acting as the company's HR specialist and provide advice and guidance as required.
- Planning for and monitor the performance and development of staff on a regular basis ensuring that the necessary direction, coaching and training opportunities are provided.
- Allocating and managing resources to deliver successful projects and accomplish annual goals, providing guidance as necessary to project leaders on specific budgets delegated to them.

Fundraising

- Cultivation and the successful stewardship of donors, funders, and sponsors as well as seeking out opportunities for new business partnerships.
- Undertaking networking and identification of grant application opportunities to ensure there are sufficient funds to support Akademi's core work and special projects.
- Coordinating and preparing the timely preparation of fundraising applications to the highest standards.
- Identifying and working with freelance development experts to help raise specific funds as required.
- Liaising with all current and previous funders to ensure a strong working relationship and the promotion of the work and successes of Akademi.

Governance

- Overseeing the arrangement of board and committee meetings, the timely preparation of board papers and attendance at meetings to present financial and other information.
- Maintaining a strong working relationship with the Board and ensure strong relationships are developed between the Board and staff.

Marketing and Communications

- Working with the Head of Marketing and Sales to oversee the achievement of marketing and communications, brand identity and audience development objectives as set out in the strategic plan.
- Representing Akademi at public functions, conferences, in interviews with the media and at strategic South Asian arts and dance events to communicate and promote the vision and activities of Akademi.

- Ensuring the corporate image, identity, marketing and presentation of Akademi reflects the professional nature the organisation.
- Ensuring regular communication with and between staff and Directors so everyone is aware of plans, objectives and programmes of activity.
- Representing Akademi at seminars, meetings, and strategic South Asian arts and dance events to communicate and promote the vision and activities of Akademi.

Leadership and Management

- Leading, managing and supporting direct reports to achieve their objectives and ensuring there are opportunities for professional development within a fair, supportive and energised working environment.
- Following agreed policies and procedures in all aspects of the role.

General

- Representing Akademi at public functions, conferences, in interviews with the media and at strategic South Asian arts and dance events to communicate and promote the artistic vision and activities of Akademi.
- Undertaking personal training and development as required.
- Working with freelance development experts to raise specific funds as required.
- Attending Board meetings and relevant committee meetings and producing reports as required.
- Ensuring that the intentions and requirements of the Akademi's Equality and Diversity Policy are applied personally and by all staff and freelancers.

- In addition to the above, undertaking any other duty or responsibility which may reasonably be requested by Akademi's Board of Trustees.

Akademi requires that all staff work in a flexible manner compatible with their jobs and in line with the objectives of the company.

Please note that the job description for this position may be reviewed and amended to incorporate the future needs of Akademi.

PERSON SPECIFICATION | EXECUTIVE DIRECTOR

Skills, Knowledge and Experience

Essential

- Successful management and demonstrable strategic experience in the arts (preferably of an NPO) or charitable sectors of organisations with a turnover of around £700,000.
- Experience of working with and servicing Boards.
- Demonstrable and entrepreneurial approach to successful revenue generation and fundraising.
- Proven experience of managing the accounts and financial responsibilities of a financially stable organisation.
- Ability to provide and deliver a strategic vision and plan.
- Demonstrable experience of developing and maintaining good working relationships with a wide variety of stakeholders and funders.
- Experience of developing and implementing strategies and developing organisational structures to meet objectives.
- Ability to work in a collaborative way with colleagues, Board, stakeholders and partners and with the Artistic Director in the role of Joint Chief Executive.
- Experience of reviewing and implementing systems and processes as required.
- Commitment to implementing the artistic vision of the Artistic Director.
- Experience of managing and developing staff to achieve their objectives and potential.

- A commitment to diversity in all aspects of the organisation and its output and to making the arts accessible to all.

Desirable

- A strong understanding of dance with a particular interest in South Asian dance
- Knowledge and experience of social media as a strategic, income generation and communications tool.

Personal attributes

- Exceptional communication and interpersonal skills.
- A strong and effective leader with the ability to support and enable others to reach their potential.
- Resilience and a proactive approach in the face of challenges.
- Confidence and ability to successfully balance risk and opportunity with an entrepreneurial approach.
- The ability and willingness to advocate for and network on behalf of Akademi.

SUMMARY OF MAIN TERMS AND CONDITIONS

Role

Artistic Director or Executive Director //Joint CEO

Place of work

Akademi South Asian Dance
Hampstead Town Hall,
213 Haverstock Hill
London, NW3 4QP

Appointed by

The Board

Reports to

The Chair of the Board or nominated deputy.

Any offer of employment will be subject to the receipt of references satisfactory to the Board and ongoing proof of the right to work in the UK.

Start date

Roles to start ideally by mid – October.

Salary

Up to £50,000 per annum, depending on skills and experience.

Contract term

Permanent

Annual Leave

28 days per annum including statutory holidays

Probation Period

6 months with a 3 month review

Notice Period on satisfactory completion of probationary period

6 months

HOW TO APPLY

If you would like to discuss the role further please contact:

Paul Parashar, Chair of the Trustees
paul@parasharassociates.co.uk

Sarah Robson, Trustee (HR)
sarah@sarahrobson.co.uk

To apply, please

- Write a covering letter addressing the job description and person specification and how your skills and experience qualify you for the role. The letter must be no longer than 3 pages of A4 (12 point font).
- Include contact details for two professional referees, one of whom must be your current or most recent employer. References may be taken up before an offer is made with your prior permission.
- Inform us if you would be available for interview on the dates mentioned, of your current or most recent salary and of a notice period or other commitments

In addition, please include:

- A full CV (including explanations for any gaps in employment)
- A completed equal opportunities monitoring form
- A link to recent work and details of any current work (optional)

If you wish to make a joint application for the roles, please provide all the information as above and indicate in the letter that it is a joint application.

Please send the completed applications to Sarah Robson at sarah@sarahrobson.co.uk

The closing date for applications is Friday 14 June 2019 at midday BST

Candidates invited to interview will be notified by Friday 21 June.

First interviews will be:

Artistic Director: Wednesday 3 July 2019

Executive Director: Wednesday 10 July 2019

Akademi is committed to be an Equal Opportunities employer. Akademi recognises the importance and advantages of diverse workplaces and communities and thus particularly welcomes applicants from underrepresented groups. Should you need this information in another format, or require reasonable adjustment, please let us know.

Information in the form of personal data will be used to process the application for recruitment purposes. Unsuccessful applications will be destroyed after one year. The personal data on successful applicants will be needed to administer the employment and further information on how this will be used will be available during the induction period.