

ROYAL ACADEMY OF DANCE



Appointment of Chief Executive

September 2024

Saxton Bampfylde

Contents

4	Welcome from the Chair
5	About the Royal Academy of Dance
6	Home of Dance
8	Vision, Mission, and Values
9	Strategic Plan 2023-2028
11	The Role
12	Key Duties and Responsibilities
15	Person Specification
16	Terms of Appointment
17	How to Apply





Photo: David Tett

Welcome from the Chair

When I came onboard in April 2023 as the Royal Academy of Dance's new Chair, I had been very well briefed on the role. But it is only since getting actively involved, that I have come to truly appreciate just what an extraordinarily wonderful and impactful organisation this is.

The Royal Academy of Dance (RAD) trains more people to dance and more dance teachers to teach than literally any other organisation in the world. Its reach is genuinely global, touching the lives of some 250,000 pupils across over 80 countries. We estimate that every new teacher we train will teach, on average, another 3,000 pupils during the course of their career. RAD teachers have identified some of the most successful artists of current and previous generations, alongside empowering people young and old every day, through their participation in dance. In addition, we run a host of impactful social programmes including Step into Dance for school children, RADiate for those with special needs, and Silver Swans for the over 55's.

Our new strategy for the RAD, with its vision of dance for everybody, is an exciting one, focussing on extending our reach from just ballet to other genres as a global leader of excellence in dance education; being champions of wellbeing and creative innovation; and working collaboratively with our partners, over 12,000 members and our dedicated staff around the world. Delivering on that strategy is underway, but we now need a new Chief Executive to take over the reins from Tim Arthur, who we are all so very sad to see stand down at the end of this year. Tim has done so much to lay the foundations for the next chapter of our history, particularly in terms of creating the strategy with the leadership team, our Board of Trustees and our sub-committees and in making some key new appointments, including that of our Artistic Director, Alexander Campbell, who sets the artistic direction of the charity and with whom you would work in particularly close collaboration.

The RAD is a complex organisation, being a charity that has to be run in a way that ensures its financial sustainability; delivers excellence in education at all levels; provides first-class customer service and support to its members; manages its global network and other partnerships effectively; adds new dance genres and new markets to increase its membership; and fosters a culture that ensures all its staff feel respected, valued and well cared for. So, we are looking for an exceptional candidate with a passion for the arts and the range of leadership experience that the RAD needs at this time of significant change and all the challenges that go with it.

Do have a good read of the candidate brief and job description and, if you are as excited as I was when considering the opportunity to work with the RAD on the next stage of its journey, please reach out to Saxton Bampfylde to take your application forward.

Stephen Moss CBE
Chair





Photo: Siobhan Hennessy

About the Royal Academy of Dance

The Royal Academy of Dance (RAD) is at a pivotal moment of transformation as it embarks on a bold new strategy to move into an exciting new era. With a vision to become a more global, accessible, and dynamic organisation, the RAD is expanding its reach and reimagining how dance is taught, learned, and experienced.

Since its founding in 1920, the RAD has been a leader in shaping the standards of dance teaching. Established by a group of passionate dance professionals from five major ballet schools - English, Russian, Italian, French, and Danish - the RAD has always stood for excellence and innovation. It was granted its Royal Charter in 1926, and today, its Patron is Her Majesty Queen Camilla, while its President is the renowned Dame Darcey Bussell DBE.

With over 12,000 members worldwide, the RAD is a thriving community of dedicated staff, teachers, examiners, and dancers. It offers world-class dance teacher training, with around 1,000 students currently enrolled in full or part-time programmes. The RAD's internationally recognised

ballet exam syllabus reaches thousands of children and adults globally, and each year, around 250,000 students take RAD exams.

Beyond traditional dance education, the RAD's social impact programmes - Silver Swans, RADiate, Step into Dance, and Dance for the Cancer Community - are at the heart of its mission to enrich lives and transform communities. These initiatives bring the joy and benefits of dance to a wide range of people, from older adults in Silver Swans to young people with disabilities in RADiate, empowering participants through movement and creativity. Step into Dance reaches schools across London, while Dance for the Cancer Community provides support and healing through dance.

As a registered provider with the Office for Students, the RAD ensures the highest standards in dance education. Its exams are recognised by key education authorities in England, Scotland, Wales, and Northern Ireland, contributing to UCAS points and supporting students in their educational journeys.

Home of Dance

The RAD's recently completed global headquarters in Battersea provides a state-of-the-art facility that supports the organisation's mission to 'Inspire the World to Dance'.

With seven stunning dance studios, a performance theatre, a dedicated dance library, and an archive housing and displaying a collection of over 75,000 dance and RAD-related objects, this space is designed to nurture creativity, innovation, and excellence.

The building also houses a brand-new RAD shop, and a café, making the new headquarters a home not just for RAD members and staff, but also for partners and the local community.



Photo: Cesare De Giglio



Photo: Siobhan Hennessy



Photo: Pari Aljmadad

“I know first-hand the remarkable contribution the Royal Academy of dance makes to the art of classical ballet worldwide and to so many forms of dance. It is very important that the RAD continues to provide the very best quality of training, but also that it instils the enjoyment and love of dance in as many people as possible by offering a wide range of opportunities to get involved.”
Dame Darcey Bussell DBE, President, Royal Academy of Dance



Vision, Mission, and Values

Our Vision and Mission

At the RAD, our vision is clear:

- **Our Vision:** To be a global leader of excellence in dance education, inspiring future generations of teachers and dancers.
- **Our Mission:** We promote the art of dance and ensure its development through diverse and inclusive dance education and training programmes across the world, nurturing creativity, innovation, artistry, and excellence. Through dance, we enrich lives and transform communities.

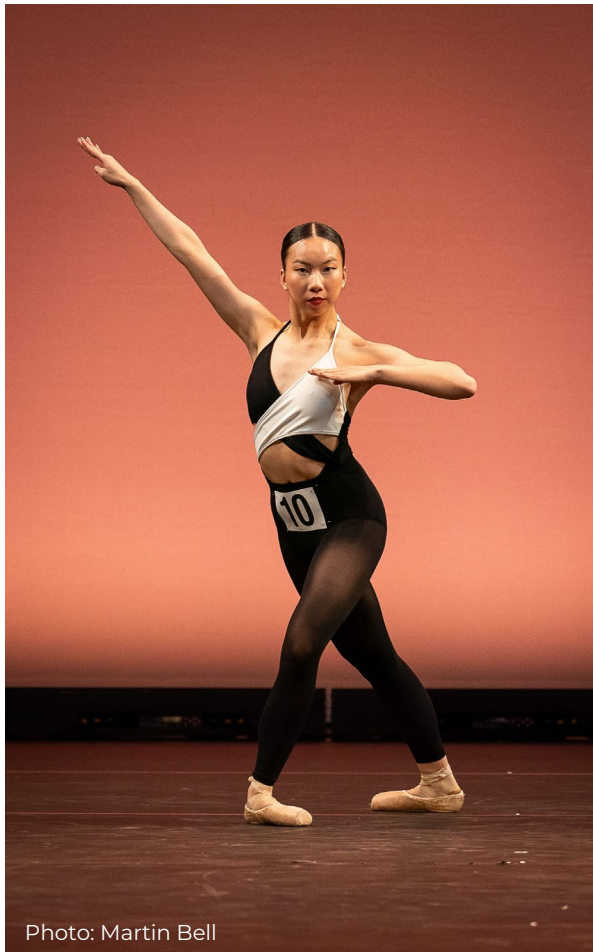


Photo: Martin Bell

Core Values and Expectations

At the RAD, we are guided by a strong set of values that inform our actions, decisions, and interactions. The successful candidate for the role of CEO will embody and champion these values across all aspects of the organisation:

- **Exceptional Together:** We believe in the power of collaboration to achieve exceptional experiences and outcomes. The new CEO will foster teamwork, ensuring that all stakeholders—staff, students, partners, and communities—work cohesively towards shared goals.
- **Open to All:** Inclusivity is central to our mission. The ideal leader will remove barriers to participation and create an environment where everyone, regardless of background or ability, feels welcome and valued.
- **Creative Innovators:** As leaders in dance education, we remain at the forefront of artistic and pedagogical innovation. The CEO will champion new ideas and approaches, constantly pushing boundaries to inspire the next generation of dancers.
- **Happy to Help:** Excellent customer service is key to maintaining our reputation. Our CEO will lead by example, ensuring the RAD is a place where helpfulness, friendliness, and accessibility are central to our interactions with students, teachers, and partners.
- **Champions of Wellbeing:** We are committed to creating a supportive and nurturing environment for both our staff and the communities we serve. The CEO will prioritise mental and physical wellbeing, promoting a culture of care and empathy throughout the organisation.



Strategic Plan 2023-2028

The RAD recognises the transformative power of dance and is committed to harnessing it to make the world a better place.

With our colleagues, members, students, and partners, we are dedicated to creating safe and inclusive spaces where everyone can express themselves through movement, build their confidence, and develop a lifelong love of dance.

The RAD's Strategic Plan 2023-2028 is driven by three key goals:

1. More Than Ballet

More dance genres and wellness for all.

We will do this in two ways, firstly by expanding the range of genres we offer exams in and secondly, by creating 'Dance For Life' an umbrella for our social impact dance programmes.

Currently, we only examine in ballet, but we believe we can successfully branch out into other genres. By offering exams in a wider range of dance styles, we can attract a more diverse student body and equip them with the skills they need to embark on their dance journeys.

2. Stepping Up Membership

Improving the membership experience for dancers and dance teachers.

Creating easier pathways to membership, more compelling offerings, and investing in new technologies. We are committed to expanding our membership to better serve our dance community around the world. We recognise the need to create easier pathways to become a member, particularly for the best-qualified teachers and professional dancers, to ensure that we remain an international leader in dance education.

To achieve this, we are developing a strategic departmental plan that will create easier access and more efficient routes into membership. We believe that this approach will help us to attract the best teachers, resulting in a more comprehensive offering to benefit our students, members, and the wider community.

3. Reimagining Dance Education

Accessible, flexible and relevant teacher training.

At the RAD, we are committed to excellence in dance teacher education and training. We recognise that the worlds we live in are changing rapidly and that with such transformation, new challenges and opportunities emerge for how we deliver our dance teacher provision. In ensuring our provision remains relevant and fit for purpose, we must provide programmes, courses and products that cater to the broadest range of dance teachers at each stage of the careers.

When it comes to dance teacher training, we champion the importance of pedagogical excellence and studio-practice expertise. We aim to prepare our next generation of dance teachers for a diverse range of dance careers by providing them with the knowledge, understanding and skills they will need as dance teachers in the 21st century. To achieve this, we are committed to creating innovative and industry relevant routes to becoming a versatile, inspiring, high-quality dance teacher. We aim to provide our dance teachers with the best possible learning experiences informed by the latest educational and training practices, supported by learning and teaching digital technologies to enhance professional practice.



Photo: Mark Lees



Photo: Siobhan Hennessy

The Role

The Royal Academy of Dance is at a pivotal moment of transformation and seeks a visionary Chief Executive to lead the organisation into an exciting new era. As the world of dance evolves, this role offers a unique opportunity to contribute to shaping the future of dance education on a global scale, ensuring that the RAD remains at the forefront of artistic and educational innovation.

The Chief Executive (CEO) is accountable to the Board of Trustees of the Royal Academy of Dance for its strategic and financial success, and for its overall performance in line with the agreed strategy. As part of this, the CEO is expected to ensure its ongoing financial health and international growth and success; enhance and protect RAD's brand, reputation, legacy and long-term future; and, in close partnership with RAD's Artistic Director, establish and champion a compelling vision for RAD.

The CEO is responsible for building and leading a strong executive team to deliver the strategic and financial objectives agreed by the board, all the while engaging actively with the board and keeping trustees informed and consulted about key operational matters, risks and opportunities.

Reporting to: Chair and Board of Trustees

Directly responsible for: Members of the executive team



Key Duties & Responsibilities

Leadership

- Reporting to the Board of Trustees, be responsible for the strategic leadership, direction and financial performance of the RAD, in line with the its strategy;
- Ensure that the RAD operates in line with its values and culture;
- Inspire and motivate RAD staff, fostering collaboration and leading by example;
- Lead the executive team effectively and ensure that all departments and aspects of the organisation are high-performing and aligned to deliver the RAD's strategy;
- Adopt the leadership behaviours that demonstrate the RAD's focus on excellence by holding yourself and others to a high standard, and maximising communication and visibility to RAD staff, members and stakeholders.

Strategy

- In close collaboration with the board, and in partnership with the Artistic Director, lead on organisational strategy, ensuring that the RAD follows an appropriate direction for a sustainable future;
- Review and continuously monitor the direction for the RAD and its progress, maintaining awareness of opportunities and risks as the strategy matures;
- Identify opportunities for growth and new revenue streams, and position the RAD to capitalise on them;
- Set annual priorities against a rolling strategic plan;
- Keep the board informed of new risks and challenges to the delivery of the RAD's goals;
- Keep under active review the RAD's international operations to ensure their

alignment with the RAD's strategy and risk appetite, and to safeguard any potential damage to the RAD's financial position and reputation worldwide;

- Effectively promote, explain and communicate the RAD's strategic priorities internally, to staff and members, and externally to stakeholders, donors and funding organisations.

Management

- Translate strategy into action by ensuring that the RAD has the people, skills, knowledge, capability and agility to deliver.
- Ensure that all operational aspects of the RAD are organised and led in such a way as to support the strategy and ensure its success.
- Manage, develop, and conduct regular performance reviews for members of the executive team, the CEO's Personal Assistant, and the International Hub Directors and National Directors, ensuring alignment with strategic goals, fostering professional growth, and maintaining high standards of leadership and operational effectiveness.
- Ensure that the RAD maintains and develops effective and robust IT systems in support of its work worldwide, and continually assess how technology and digital developments might enhance or expand the RAD's activities.
- Delegating effectively to others on the executive team or elsewhere in the organisation.
- Develop and empower the executive team and staff to take ownership of their areas of responsibility.

(cont'd overleaf)



Fundraising

- Take an active involvement in fundraising and development strategy and participate in fundraising activities;
- Working closely with the Director of Development and Fundraising, formulate a plan for building the RAD's unrestricted funds in accordance with objectives agreed with the board;
- Foster a culture of giving amongst a broad range of supporters to ensure a sustainable income for the RAD from individual, corporate, legacy and trust donations;
- Build and maintain close relationships with existing and potential donors and sponsors;
- Build and maintain effective communication with the Charity Commission, donors, sponsors and funding organisations to engage them with the RAD's work and funding objectives.

Advocacy and relationship building

- Act as a leading ambassador and public spokesperson for the RAD. Undertake public speaking engagements and co/host key public events, representing the Academy at the highest levels by articulating its mission and strategy at internal and external events to promote its work within the dance community and beyond;
- Maintain a personal visibility and communication channel with the RAD's international community and external stakeholders, including donors and sponsors;
- Build and maintain relationships with the RAD's global membership, being available to meet members in the UK and overseas. Establish mechanisms for listening and responding to the views of the RAD's global membership;
- Assemble suitable and appropriate partnerships that align with the RAD's ambitions to deliver strategic objectives of mutual interest;

- In close collaboration with the Associate Director of Marketing and Communications, take a leading role in shaping and enhancing the RAD's press and media relations, while driving the growth and global impact of RAD's social media presence;
- Travel internationally as necessary to represent and advocate for the RAD at overseas events, conferences and meetings.

Finance and risk

- Oversee the preparation of annual worldwide operating budgets and take ultimate responsibility for the financial success of the RAD's global operations;
- Identify and mitigate financial and operational risks by constant horizon-scanning for threats that could have negative economic impact on the RAD. Communicate to the board plans for corrective action.

Regulatory, Legal and Safeguarding

- Ensure that the RAD fulfils its legal, statutory and regulatory responsibilities and duties, including maintenance of appropriate corporate policies;
- Be ultimately responsible for the safeguarding of children, young people and adults at risk, within its ambit, in its classes or exams, at its premises, or in any way involving their use of RAD's services;
- Hold joint accountability with the Director of Exams for accredited qualifications awarded by the RAD, and sole accountability for Faculty of Education programmes in line with the standards of the Office for Students.

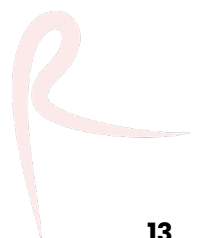




Photo: Siobhan Hennessy

Person Specification

The ideal candidate will bring all or most of the following qualities:

Leadership and management

- A natural, collaborative and supportive leader and team builder;
- Experience in leading through change and transformation;
- A natural and effective communicator;
- Experience of operating internationally at management level.

Intellect

- Highly strategic;
- Has excellent judgement;
- Able to navigate and cut through complexity;
- An entrepreneurial thinker – able to focus equally on ideas, opportunities and risks.

Finance & Fundraising

- Has strong business acumen;
- Commercially-minded;
- Has fundraising experience;
- Inspires confidence in donors, sponsoring organisations and prospects.

Management

- Provides a strong organisational lead to executive team;
- A good delegator;
- Inspires colleagues' trust and respect;
- Able to communicate and engage at all levels;
- Comfortable taking strong positions, having tough conversations;
- An experienced performance manager.

Interpersonal

- Values-led, with high level of personal integrity;
- Naturally collaborative and collegiate;
- Has high level of emotional intelligence;
- Engaging and confident with natural personal warmth;
- Strong, energetic and resilient in the face of challenges;
- A superb listener;
- A good public speaker;
- Caring and empathetic, yet without compromising objectivity.

Interests

- Has a passion or deep appreciation for and understanding of the arts, especially of dance and the performing arts more broadly;
- Interested in international business development;
- Naturally interested in education, learning and development at all levels.

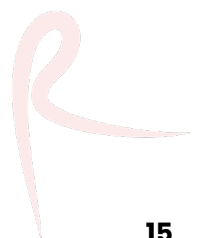




Photo: maick-maciel

Terms of Appointment

- Salary:** c. £125k with some possible flex for a particularly strong candidate.
- Location:** The role will be based at the RAD's headquarters at 188 York Road, London, SW11 3JZ.
- Hours:** Full-time.
- Contract type:** Permanent.
- Benefits:** A highly competitive benefits package will be on offer for the appointed candidate.

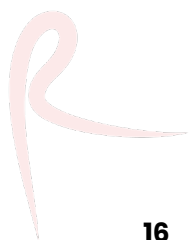




Photo: David Tett

How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Royal Academy of Dance on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **EAMATB**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Monday 28th October 2024**.

**The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

Key dates in the process:

Preliminary interviews with Saxton Bampfylde: *w/c 4th & 11th November 2024*

First round interviews with the RAD: *Wednesday 27th November 2024, in person in London*

Second round interview with the RAD: *Monday 9th December 2024, in person in London*

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

ROYAL ACADEMY
OF DANCE



Saxton Bampfylde

79-91 Borough Road, London, SE1 1DN
saxbam.com