

# TRINITY

COLLEGE LONDON



APPOINTMENT OF CHAIR

APPOINTMENT BRIEF, JUNE 2019

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**Our aim is to inspire teachers and learners through the creation of assessments that are enjoyable to prepare for, rewarding to teach and that develop the skills needed in real life.**



# WELCOME FROM THE CHAIRMAN

Dear Candidate,

I am delighted that you are considering applying to become the Chair and a Trustee of Trinity College London (TCL) and would like to tell you a little about our organisation and the critical part this role will play for us.

We have been undergoing a period of considerable change over the past few years, brought about by our growth and success and the need to re-think how best to meet the many and varied challenges and opportunities facing us here in the UK and overseas. Building on our heritage of the last 140 years, our sincere desire is to transform lives.

Recognising the fast-moving advances in the digital and learning landscape, we are developing our organisation to deliver innovative products and tests that have a real impact on our learners' lives in the 60-plus countries in which we operate - all underpinned by strong pedagogical research, in partnership with higher education. Also, as an internationally renowned examinations board, a commercially buoyant international business and a UK charity, we need to balance a number of critical success factors, of which integrity, academic excellence and innovation are paramount.

The Council of Trustees have been overwhelmingly supportive of the Chief Executive's ambitious plans for growth. The business is structured around five coordination Groups, each with a Group Director to deliver our strategy and meet our challenging targets.

The Council normally meets four times a year. In addition, there are two committees of the Council and several key subsidiary groups which meet regularly. A good working relationship with the Chief Executive, including support and counsel outside these formal meetings, is also paramount to our success. Should you be successful, you will join us in a passionate, focused, friendly and stimulating environment in the UK and abroad. We debate with great passion and integrity but get on with the job in hand. The organisation welcomes intellectual challenge and we take pains to foster this throughout our organisation.

We have a strong vision - realising the life-enhancing and often life-changing impact of authentic communicative and performance skills empowers everything we do. This is why people choose to become Trustees at Trinity and I hope that it will encourage you to join us as the Chair of the Council of Trustees in a dynamic, inventive and truly global organisation at a key juncture in its development.

Thank you for your interest in us and I look forward to receiving your application.

With best wishes,

**Dr. Geoffrey Copland**

# INTRODUCTION

Trinity College London is an international examination board with a rich heritage and has been providing assessments since 1877. With a constructive blend of academic rigour and a positive, supportive approach to assessment, Trinity College London provides recognised and respected qualifications in a unique spectrum of communicative skills for the 21<sup>st</sup> Century — from music, drama and arts activities to English language — at all levels.

Our mission statement is compelling - Trinity College London believes that effective communicative and performance skills are life enhancing, know no bounds and should be within reach of us all. We exist to promote and foster the best possible communicative and performance skills through assessment, content and training which is innovative, personal and authentic.

Trinity is one of the largest awarding bodies in the UK, but our reach is global. We employ around 275 people in the UK, Italy, India, Argentina and Hong Kong and we are currently setting up a Fundación in Spain to support one of our major markets. Our 1200+ examiners deliver over 850,000 assessments each year in over 60 countries worldwide.

Over the last few years, we've grown our business significantly and currently have a turnover approaching £60m and we have plans to increase this further. Through diligent cost control we've made consistent annual surpluses before donations granted. Donations have been in the region of £1.5m per annum in the last 2 years and consistently above £ 1.0m in the recent past.

Under the present Chief Executive, Trinity's global network is expanding, and its educational role internationally is deepening. Significant investment has been made in infrastructure and the senior management team to consolidate existing operations and create capacity for expansion, with groundwork laid for new collaborations, higher stakes assessments and examinations, and refreshed syllabuses.

## **Global Reach**

Trinity is and has become a trusted partner to governments and education ministries worldwide.

In the UK, Trinity has been working with Her Majesty's Government and the Home Office to conduct Secure Tests for UK Visas, British Citizenship and Leave to Remain. Our customer-centric approach focussed service delivery and strong relationship with the Home Office have ensured we deliver a reliable, personal journey for this high-stakes test, whilst maintaining security and robustness of outcomes. We also provide similar tests for public organisations such as Transport for London in the provision of licences for private hire drivers.

In India we have been working with the Central Board of Secondary Education (CBSE) since 2013. CBSE are one of the largest and most important National Boards of India. Through this partnership, we developed a highly innovative methodology working with teachers to develop the pedagogical approach and assessment

of speaking and listening skills (ASL) of students in CBSE schools. We have been able to measure the significant impact of communicative skills on the child in the classroom and the benefits this will have to the pupil and the wider society.

Additionally, we have strong relationships with the Beijing Education Examinations Authority (BEEA) in China, with our ESOL examinations being used and recommended. We also work closely with government departments and communities in Italy and in Spain, delivering examinations and expertise in teaching and testing English Language skills that enable students to communicate effectively in our modern world.

With our rich heritage and exciting developments in our product set and consultancy reach, Trinity is well-placed to continue to work with organisations around the world to deliver real change in companies and in wider public life.

## **Music and Drama & Speech and Creative Arts**

Trinity qualifications in Music, Drama & Speech and Creative Arts are where our organisation started. Our graded examinations and diplomas in music are recognised worldwide for their quality and how they develop people as a performer.

Our recently-refreshed Rock and Pop qualifications have won a number of awards, including a Bett Award for our Rock and Pop app. The Bett Awards are a celebration of the inspiring creativity and innovation that can be found throughout technology for education and this very much aligns with Trinity's approach in responding to the new ways that musicians identify themselves and learn to play their instruments in the modern, digital world.

We are developing a strong relationship with the Helen O'Grady (HOG) schools globally delivering our examinations in drama and performance. In 2017, following the Manchester Arena bombing, we learnt that some of the students at HOG were caught up in the events and suffered some life-changing injuries. Trinity worked with the Head Teacher in the aftermath to support the pupils through their exams and arranged a very special awards ceremony and set of performances, made even more special by being able to broadcast a personal video message from Sir Ian McKellen.

We have worked for many years with Arts Council England to run the Arts Award, which inspires young people to grow their arts and leadership talents: it's creative, valuable and accessible. Arts Award can be achieved at five levels with four qualifications and an introductory award.

Trinity very much takes seriously the wider impact and public benefit in all we do.

## **Research and Corpus**

The Spoken Learner Corpus (SLC) Project is a collaboration between Trinity and the Centre for Corpus Approaches to Social Science (CASS) at Lancaster University. The aim of the project is to create a large corpus of learner (and examiner) speech which will be used in a wide range of research contexts including Second Language Acquisition, language testing, L2 pedagogy and materials development, etc.

The corpus currently stands at over 3.5 million words. It has been created from recordings of Trinity's Graded Exams in Spoken English (GESE) across a range of grades from B1 – C2 on the CEFR scale. It represents language used in a variety of speaking tasks which reflect speech events in the world outside the test and covers multiple different language backgrounds.

As a unique research resource, the Trinity Lancaster Corpus allows investigating learner speech at different proficiency levels (advanced, intermediate and lower intermediate/threshold) and analysing spoken learner production across different tasks. The corpus samples language of learners with a variety of backgrounds, representing English speakers from Italy, Spain, Mexico, Argentina, Brazil, China, India, Sri Lanka and Russia, which will allow us to report back on their specific proficiencies and needs for development. It will also allow the development of locally focused teaching materials and test support activities.

We also have a strong research partnership with Falmouth University in Music subjects, and the thought leadership this relationship fosters is driving our pioneering developments in our music products for the digital age.

## **Accreditation, qualifications and standards**

Trinity qualifications are assessed to the same standards across approximately 60 countries by trained panels of examiners who work internationally to ensure the consistent application of criteria and procedures. As well as examiners based from the UK, we have and are developing locally based examiners in India, Mainland Europe and elsewhere.



Trinity's academic and operational staff, who are based at a head office in London, oversee the running of examination sessions and have responsibility for the quality assurance of assessment processes and syllabuses. This work is scrutinised, monitored, reviewed and recognised by a number of regulatory authorities worldwide, including Ofqual in the UK, which aim to ensure the quality of education and examinations within their respective countries.

## **Corporate recognition**

Trinity College London has corporate recognition by Ofqual and its partners in Wales and Northern Ireland - the Welsh Assembly Government and the Council for the Curriculum, Examinations and Assessment (CCEA) respectively - as mandated by the Statutory Regulation of External Qualifications 2004. This covers the:

- principles and approaches to statutory regulation of examinations criteria for recognising awarding bodies
- common criteria for accrediting qualifications to the National Qualifications Framework (NQF)
- additional criteria for different types of qualifications

We are also a member of ALTE which is a worldwide association of providers of foreign language examinations, founded in 1990. It provides leadership in the field of language assessment globally.

Trinity is only the second English language examinations board to gain full membership of ALTE.

In achieving this status, Trinity can provide candidates with further reassurance that their English language examinations meet the highest standards in terms of test development, task and item writing, test administration, marking and grading, reporting of test results, test analysis and reporting of findings.

## **Governance**

Trinity College London is a charity and a company limited by guarantee. It has a Council of Governors who are trustees and members of the charity. They meet regularly and retain full and effective control over the company. The Council monitors the performance of senior management and is involved in major strategic decisions. It has ultimate responsibility for the conduct and financial stability of Trinity.

Sub: Committees of Council include the Audit Committee, the Remuneration Committee and the Nominations Committee.

We have wholly owned subsidiary companies in Italy, India, Thailand and Hong Kong and are in the process of establishing a charitable Fundación in Spain. We operate a branch structure in Argentina. UK subsidiaries include TCL Press which handles our music publishing activities, TCL Enterprises which has been created to allow us to develop purely commercial activities and TCL SELT which provides marketing support for our secure English testing activities that we run on behalf of the Home Office.

- Dr Geoffrey Copland (Chairman)
- Professor Charles Alderson
- Rajiv Jaitly
- James Mullan
- Mike Saunders
- Professor Geoff Smith
- Charles Hindson (Chair of the Audit Committee)
- Salar Farzad

The Council delegates the management of the company to the Chief Executive who is supported by the senior management team.

For more detailed information please go to our website – <http://www.trinitycollege.co.uk>

Further information on Trinity around the world can be found at <http://www.trinitycollege.co.uk/locator/worldwide.php>





## THE ROLE

The Board is seeking to recruit a new Chair for the Board of Trustees (Council). This is an exciting opportunity for someone who recognises the life-enhancing and often life-changing impact of the services that Trinity provides, wants to be involved with a vibrant and outward looking international educational community and who will want to continue the excellent progress of the last few years.

This is a role for someone who is keen to work with the Council and Chief Executive in leading a continued period of planned international growth, and where they will need to balance a number of critical success factors, of which integrity, academic excellence and innovation are paramount.

The new Chair will have the leadership experience to help the organisation further determine and achieve its ambitions so that it continues to thrive in the coming years. As the digital and learning landscape evolves rapidly, they will support and oversee how the organisation develops to deliver innovative products and tests that have a real impact on learners' lives in the 60-plus countries in which Trinity operates

Whilst it is recognised that this could represent an opportunity to take on a first chair role, it is expected that the incoming Chair will have significant experience operating at board level, and prior chairing experience would be preferable. This is a complex organisation with many different elements to its operations and

comprises an internationally renowned examinations board, a commercially buoyant international business and a UK charity. The new Chair will need to be comfortable balancing the various responsibilities they have, both with the executive and the non-executive.

Given the reputation of Trinity College, this is a chance for the Chair to work with experienced and ambitious educational leaders to continue to make a real difference to peoples' lives around the globe.

This is a non-executive role.

## **General Chair responsibilities**

Providing leadership for the council as it fulfils its governance duties and responsibilities towards the charity including:

- Working with the council, the Chief Executive and senior members of staff as they set the vision, values, mission, strategy and high-level policy in accordance with charity regulations and the governing document.
- With the trustees, monitoring the charity's performance against agreed targets.
- With the council, reviewing major risks and making provisions for the charity to respond appropriately.
- Managing the council's relationship with the Chief Executive, recognising the difference between the Chief Executive's management role (and responsibility to the council as a whole) and the Chair's non-executive role.
- In partnership with the council, ensuring the performance of the Chief Executive is reviewed.
- Delegating the above duties appropriately.

## **Specific duties**

### **Meetings**

- Chairing meetings of Council and relevant committees of Council, particularly Nominations and Remuneration Committee, and any other working groups as agreed by Council. The Chair of Council shall not be a member of the Audit Committee.
- facilitating discussion by encouraging all trustees to participate and ensuring a balance of relevant contributions
- Drawing debate to a conclusion by summing up the views and any decisions.

## Council leadership

- Building the council ensuring that it is properly constituted with an appropriate range of skills and experience to meet the needs of the charity and that its membership is appropriately diverse.
- Acting as the point of contact for trustees between meetings when required.
- Playing a leading role in council and individual trustee reviews and evaluation.
- Ensuring that council decisions are implemented in a timely manner

## Representing the charity

- Acting as a spokesperson for the charity if required in agreement with the Chief Executive.



# PERSON SPECIFICATION

## Essentials

- Commitment to the aims of the charity.
- Understanding of the legal and financial duties, responsibilities and liabilities of trusteeship.
- Respected and trusted by other council members.
- Free from direct conflicts of interests and ensuring that all council members observe the requirements of declarations of interest.

## Personal qualities

- Strategic vision.
- Tact, diplomacy and wisdom.
- Respect for others.
- Good, independent judgment.
- Good communicator.
- Impartiality, fairness and confidentiality.
- Willingness to participate in debate, declaring any personal views and respecting the views of other trustees.
- Leading and facilitating meetings and processes.
- Working effectively as a team member whilst providing leadership as required.

## Experience

- Previous experience of non-executive boards, preferably with both not for profit and commercial objectives including international experience
- Previous strategic leadership positions.

# TERMS OF APPOINTMENT

## Term length

The appointment will be for an initial period of 3 years in line with Charity Commission guidelines.

## Location

Blue Fin Building, 110 Southwark Street. London. SE1 0TA

## Remuneration

The role is unremunerated, and expenses are reimbursed.

## HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to **Trinity College London** on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments), using code **MAKCK**

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Monday 8<sup>th</sup> July 2019**.

### 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.

*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.*

# TRINITY

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