

# ROYAL CENTRAL

SCHOOL OF SPEECH & DRAMA

UNIVERSITY OF LONDON



## Appointment of Three Independent Governors

May 2023 | Reference: EBJBA

Saxton Bampfylde

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# An introduction from the Chair and the Principal, John Willis and Josette Bushell-Mingo OBE

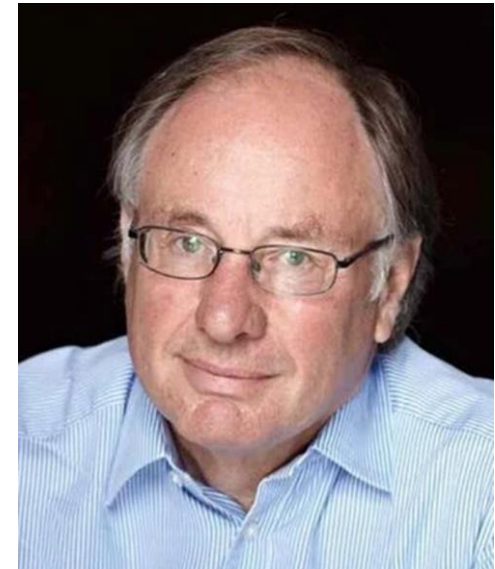
**Central is an inspiring and complex meeting of contemporary arts training, award winning arts research, knowledge exchange and societal arts training.**

Thank you very much for your interest in joining the Board of Governors at The Royal Central School of Speech and Drama. You would be arriving at a pivotal moment as we embrace an ambitious investment programme and shape a new Strategic Plan for academic years 2024-2030.

Central is an inspiring and complex meeting of contemporary arts training, award-winning arts research, knowledge exchange and societal arts training. Central recently enjoyed successful funding outcomes both in research and specialist funding for small institutions during which the college was formally recognized as 'a world leading' institution. We need Governors with the relevant skills and experience, allied to a commitment the arts, to use this platform to build Central as a crucible of creativity, social engagement, and innovative teaching and learning for the rest of this decade.

At the same time, Central needs to be equitable and inclusive, transparent and connected, to enable us to successfully face the many challenges in front of the HE sector, including cost of living difficulties for staff and students, changes in the shape of theatre post-pandemic, and a tough government funding environment. While heading forward, we also need to look back and connect with the educational and inclusive values set out by our founder Elsie Fogerty in 1906.

Central is in a very good place to face these challenges in positive and innovative ways. So, please show your interest in helping to guide our institution for the next few years by considering becoming a Governor.



**METAMORPHOSES**  
BASED ON THE MYTHS OF OVID  
Written & originally directed by Mary Zimmerman  
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16 - 19, 24 & 25 NOVEMBER  
[www.royalcentral.ac.uk/metamorphoses/](http://www.royalcentral.ac.uk/metamorphoses/)

STUDENT & STAFF  
ENTRANCE  
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**ABSOLUTE HELL**  
By Rodney Ackland  
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f t i c

PAULINE COLLINS

# About Central

Elsie Fogerty founded The Central School of Speech Training and Dramatic Art at the Royal Albert Hall in 1906. Fogerty was a specialist in speech training and had a firm belief in the social importance of education. The students of her school quickly became famous for their delivery in verse-speaking competitions, their appearance in theatres, and also for their work with children in the deprived areas of London.

Central's founder was committed to advancing the study of theatre as an academic discipline. Long before the founding of the first university drama department in the UK, Fogerty argued that theatre should be studied at university and that theatre training should be awarded degrees.

This founding ethos still shapes us as an institution in the 21st century. Today, under the leadership of Josette Bushell-Mingo OBE, The Royal Central School of Speech and Drama is an internationally recognised

institution of the theatrical and performing arts, and an independent federal member of the University of London. Placing students at the centre of its work, Central inspires, educates and trains the performers, practitioners and change-makers of tomorrow to shape the future of theatre and performing arts across the UK and beyond. We offer a combination of world recognised teaching and research that places us uniquely amongst the landscape of the UK's top conservatoires.

Central's students consistently achieve and excel within the profession and lead innovation and creativity within the performing arts. This reflects the specialist nature of Central's teaching staff and provision and our industry standard facilities. Central is proud of its successes and student and alumni achievements evidenced through recognition in festivals, theatres, award ceremonies and more widely through enterprise and activity in the profession and the community.

**Our graduates are starring in and producing television, theatre, films and festivals all around the world, from Central's President and theatre producer Sonia Friedman CBE, theatre director Michael Grandage CBE, award-winning sound designer Gareth Fry and puppeteer Toby Olié, to Dame Judi Dench, Zoë Wanamaker, Martin Freeman, Cecilia Noble, Gael García Bernal, Rebecca Lenkiewicz, Chris Stafford, Riz Ahmed and Andrew Garfield.**



# Strategy, Vision and Mission

<b>Our Vision</b>	To lead an innovative theatre and performing arts culture that enriches and changes our world.
<b>Our Mission</b>	To inspire, educate and train the performers, practitioners and change-makers of tomorrow to shape the future of theatre and the performing arts.
<b>Our Values</b>	Respecting   Enquiring   Innovating   Sharing
<b>Strategic Plan</b>	<p>Our current Strategic Plan for the period 2021-2023 has been extended to July 2024 and is available <a href="#">here</a>. A Strategic Plan for the period to 2024-2030 is under development. The Strategic Plan 2021-2023 is a living document which guides Central's ambition to ensure that it is a place to grow, to return to, and to be inspired. Amongst our aims are to be an even more inclusive arts platform, offering a diverse choice of programmes from undergraduate to postgraduate and beyond. The Strategic Plan is also led by self-examination, and we are constantly challenging ourselves to live up to our vision, mission, and values, centred around our belief in the human right of the arts to change our lives and the world we live in.</p> <p>The Strategic Plan 2021-2023 adopts Five Key Themes covering Education and Training; Research, Scholarship and Knowledge Exchange; Equity and Inclusion; Sustainability; and Infrastructure and Environment. It responds to the changing nature of the Theatre, TV, Film and Performing Arts post Brexit and in the Covid pandemic recovery era. The plan highlights the need to enhance international, national and regional partnerships with the theatre, film, television and other partners to define the future of theatrical and performing arts to widen opportunities and strengthen career development.</p>

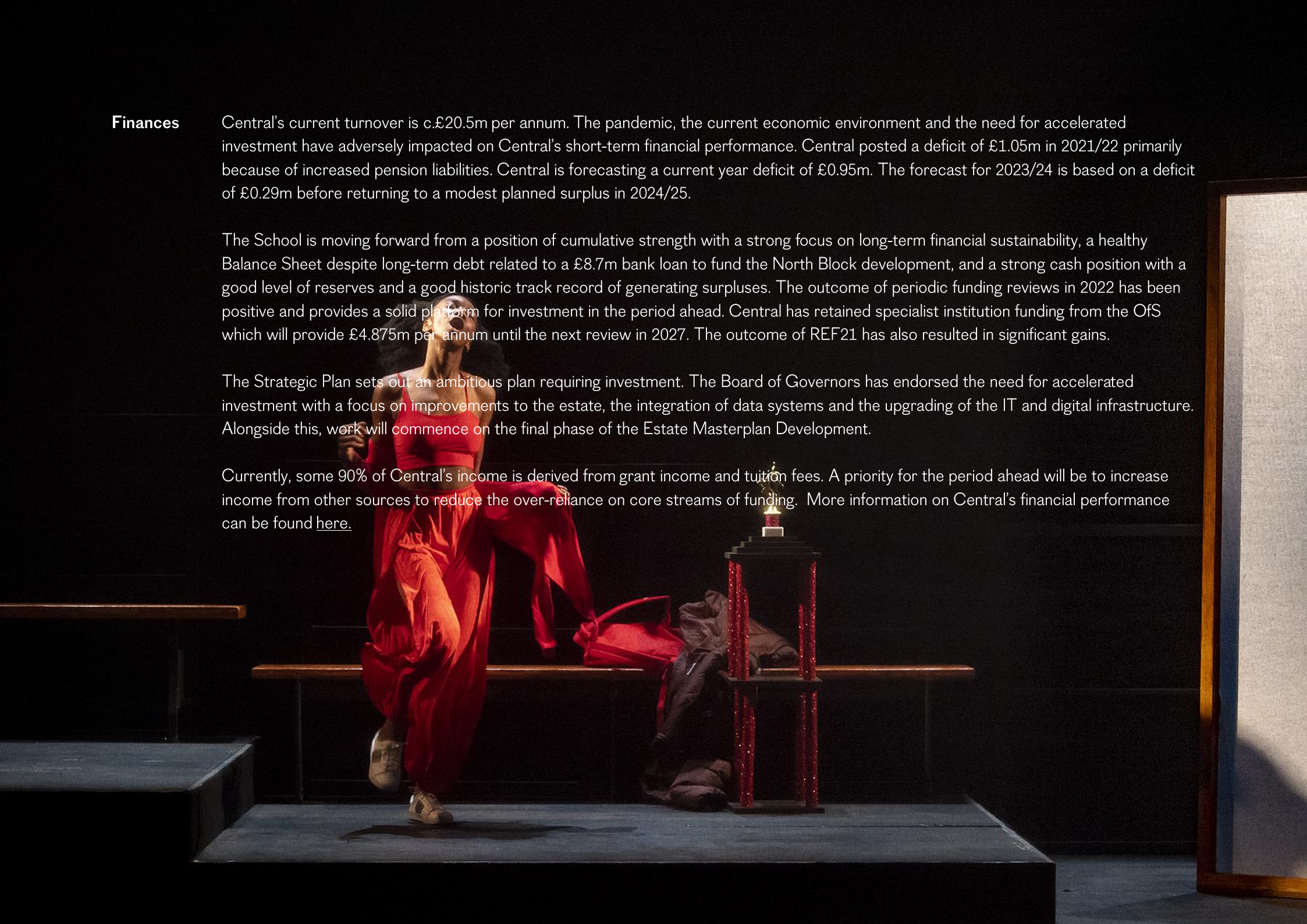
## Finances

Central's current turnover is c.£20.5m per annum. The pandemic, the current economic environment and the need for accelerated investment have adversely impacted on Central's short-term financial performance. Central posted a deficit of £1.05m in 2021/22 primarily because of increased pension liabilities. Central is forecasting a current year deficit of £0.95m. The forecast for 2023/24 is based on a deficit of £0.29m before returning to a modest planned surplus in 2024/25.

The School is moving forward from a position of cumulative strength with a strong focus on long-term financial sustainability, a healthy Balance Sheet despite long-term debt related to a £8.7m bank loan to fund the North Block development, and a strong cash position with a good level of reserves and a good historic track record of generating surpluses. The outcome of periodic funding reviews in 2022 has been positive and provides a solid platform for investment in the period ahead. Central has retained specialist institution funding from the OfS which will provide £4.875m per annum until the next review in 2027. The outcome of REF21 has also resulted in significant gains.

The Strategic Plan sets out an ambitious plan requiring investment. The Board of Governors has endorsed the need for accelerated investment with a focus on improvements to the estate, the integration of data systems and the upgrading of the IT and digital infrastructure. Alongside this, work will commence on the final phase of the Estate Masterplan Development.

Currently, some 90% of Central's income is derived from grant income and tuition fees. A priority for the period ahead will be to increase income from other sources to reduce the over-reliance on core streams of funding. More information on Central's financial performance can be found [here](#).



# Equity, diversity and inclusion

**Central values, embraces and is totally committed to equity and inclusion. Our success as an organisation is contingent upon our diverse and inclusive student and staff body. Excellence requires diversity as this brings richness, knowledge, innovation, new understandings and skills.**

We are committed to opening doors to our disciplines for new thinkers, makers and practitioners in dispersed and diverse communities and seeking to lead participation in varied but interrelated communities of interest and study. We are committed to increasing participation of those from underrepresented backgrounds in higher education. Our Access and Participation Plan set out ambitious targets for the period ahead. We believe that the biggest risk to the theatre and performance arts, industry and specialist conservatoire training is the notion that they constitute an exclusive, rather than inclusive study and career choice. In all aspects of its governance, management, academic and operational work, Central will strive to promote, celebrate and recognise equity and inclusion.

Central is a learning organisation. We will be open and transparent in our deliberations, embed equity and inclusion in our work, culture and values and will challenge and remove any barriers to the achievement of this goal. We believe that good pedagogy, like good theatre, is fundamentally connected to global citizenship in our diverse world and we seek practically and discursively to embed equity and diversity throughout all of our teaching in order to ensure a fair basis for all students and to develop world-leading artists and thinkers. We recognise that definitions of equity and inclusion are constantly changing and include, but are not limited to, race, gender, sex, sexual orientation, religion, class, ability, age, and nationality; considering all of these across our courses we will provide an open and inclusive environment best suited to produce 21<sup>st</sup> century leaders. We commit to working with our community of staff, students and alumni to achieve these goals.

For more information on Equality and Diversity at Central, and to read our Anti-Racism Action Plan, please visit [our website](#).



# Governance

The Governing Body is responsible for overseeing the School's activities, shaping its future direction and ensuring it is governed and managed effectively. Since 2017, our Board has been led by Chair John Willis, one of the best-known figures in the television industry. John has previously served as Chair of BAFTA, and has served in a number of high-profile roles, including as Director of Programmes at Channel 4, and Chair of One World Media. John is supported by Independent Governors who are drawn from diverse professional backgrounds, and who each offer their invaluable expertise and support to the Board and Executive, to ensure that Central is operating at the highest possible level, achieving its strategic aims, and remaining true to its mission and values. Independent Governors make up the majority of the Governing Body; they are not members of staff and do not receive any payment for the work they do for Central.

The Governing Body has responsibility for the oversight of the School's strategic risks and is to ensure that robust arrangements are in place for the identification, evaluation and management of risks. Strategic risks are possible occurrences which would, through their impact, inhibit Central's ability to effectively deliver its organisational aims and mission. More broadly, the Board ensures compliance with the articles of association and provisions regulating Central's framework of governance. There are several committees that report to the Governing Body; these include the Audit Committee, Finance and Estates Committee, Human Resources Committee, Diversity and Inclusion Committee, Remuneration Committee, and Nominations Committee. The Academic Board also reports to the Board. It has oversight of the academic affairs of the School and draws its membership entirely from the staff and students of the School. The membership of Central's Governing Body is available [here](#).



# The Roles

As three Independent Governors come to the end of their terms, Central is looking for Governors with particular expertise, skillsets and experience in:

**Finance (this person will Chair the Finance Committee);  
The Industry (theatre, film, TV, performing arts), and;  
Fundraising and Philanthropy.**

**With a new Strategic Plan for 2024-2030 in development, this is a very exciting time to join the Board of Central and contribute to the next chapter in our journey.**

In addition to the above areas, Governors also have the following responsibilities and duties:

## **Main Responsibilities**

- the determination of the educational character and Mission of the School and for oversight of its activities;
- approving annual estimates of income and expenditure;
- the appointment, assignment, grading, appraisal, suspension, dismissal and determination of pay and conditions of service of the Principal, Clerk to Governors and holders of other senior posts; and
- setting the framework for the pay and conditions of all other staff.

## Main Duties

- Ensuring the School complies with legislative and regulatory requirements, and acts within the confines of its governing document and in furtherance to organisational activities contained therein;
- acting in the best interests of the School at all times;
- ensuring the effective and efficient administration of the School and its resources, striving for best practice in good governance;
- ensuring sound financial management to meet accepted standards and policies;
- establishing the overall strategic direction of the School;
- approving the Strategic Plan and related strategy documents;
- monitoring performance against agreed strategic objectives and key performance indicators;
- setting the framework for the pay and conditions of staff;
- ensuring that high standards of Corporate Governance are observed at all times including the identification, evaluation and management of strategic risks;
- ensuring overall academic and financial sustainability of the School;
- supporting the work of the Principal/Chief Executive; and
- maintaining absolute confidentiality about all sensitive/confidential information received in the course of governorship of the School.

## Accountabilities

As Members of the Board, Governors are Members and Directors of the Company and Trustees of the exempt Charity with responsibility and liability for the governance and functioning of the School, they are accountable in varying degrees to a variety of stakeholders including: The Office for Students (OfS), Research England, the Charity Commission and Companies House.



# Person Specification

In addition to the aforementioned skillsets and experience, candidates should also ideally be able to demonstrate most of the following general criteria:

- Experience in and understanding of strategic planning and resource management;
- Experience of organisational governance;
- The ability to analyse and review complex issues and weigh up conflicting opinions;
- Financial acumen;
- A passion for the performing arts and education;
- A demonstrable commitment to equity, diversity and inclusion;
- Excellent communication skills; and
- The highest standards of integrity and honesty.

We particularly welcome interest from people who bring characteristics or come from backgrounds that are underrepresented at board level.



# Terms of appointment

- Term Length**      Governors may serve for a maximum of three terms of three years. Exceptionally, a Governor may be elected for a fourth term on a resolution of the majority of Governors.
- Time Commitment**      A typical annual time commitment would be attendance at eight or nine evening meetings (usually held on a Monday) with associated preparation time and attendance at other ad hoc events as required. The Governing Body usually meets five times a year, including specific topic meetings. Meetings are usually held in February, May, July, October and November either at the School's Swiss Cottage Campus or on Zoom and usually commence at 17.30. A typical length of meeting is two hours.
- Governors are normally required to serve on a Governing Body Committee (Audit, Finance and Estates, Human Resources, Nominations, Remuneration, Diversity and Inclusion). Governing Body Committees meet between one and four times a year. Some Governors may also act as a champions for a particular areas of the business for which they will provide a link. These include: Academic Champion, Equality and Diversity Champion, Health and Safety Champion.
- Papers for meetings are circulated one week in advance. Governors are expected to set aside one to two days per month preparation time to review documentation in advance of Board and Committee meetings. Governors are expected to attend annual Induction/ Development Events and ad hoc 'away-days' to consider strategy, as well as attending the annual Graduation Ceremony and other corporate functions as required.
- Remuneration**      The post is unremunerated, but Governors may claim reimbursement of reasonable travelling and subsistence expenses incurred within the terms set out in the School's Financial Regulations.



# How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Royal Central School of Speech & Drama on this appointment.

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

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 **Tuesday 20<sup>th</sup> June 2023**.

*\* 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.*

## 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.



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