

# RSA



## **APPOINTMENT OF CHAIR OF TRUSTEES**

March 2024  
Reference: VXMD

# A LETTER FROM OUR CHIEF EXECUTIVE

Thank you for your interest in the role of Chair at the Royal Society of Arts for the Encouragement of Arts, Manufactures and Commerce (RSA).

Few global institutions have the history and heritage of the RSA. Founded in 1754, at the height of the Enlightenment, its eleven founding members first met at a coffee shop in Covent Garden to seek ways of improving society through innovation and collaboration. 270 years later, the RSA has a large and lasting legacy of social change for the public good, from the Great Exhibition to school examinations, from blue plaques to mass tree-planting.

I joined the RSA as Chief Executive in 2021. I did so because now is the time for a new Enlightenment, one led by the RSA, a new chapter in our rich history. We launched our *Design for Life* mission in May 2022, with the aim of enabling people, places and the planet to flourish in harmony. This mission is now having social impact on the ground through a set of highly ambitious and wide-reaching policy interventions. We are now the world's first (and only) 270-year-old start-up.

This is not the full extent of our transformation. The beating heart of the RSA is our Fellows – our over-30,000-strong community of changemakers stretching across 115 countries around the world. Widening and deepening that Fellowship lies at the core of our strategy. Initiatives such as our Young Fellow campaign are rapidly adding to the number of Fellows under the age of 25. And our new global digital platform for Fellows, Circle, allows them to connect and collaborate as never before.

The RSA is still at its heart a coffee house where connectivity and collaboration are key. We have transformed the vibrancy and dynamism of RSA House, our beautiful 250-year home, by bringing art, music, film, photography, food, wine, and leading thinkers together. At RSA House we can guarantee, every time you visit, that you will meet someone new, learn something new, and enjoy yourself. This is a winning formula.

We are seeking a dynamic, entrepreneurial Chair to take us from start-up to scale-up, to craft that 21st-century Enlightenment, to lead the charge when tackling the challenges this century poses, economically, socially and environmentally. This includes leading our fantastic Trustee Board at a time of significant change both for our organisation and for the world it is seeking to change. It means working more closely than ever before with me and fellow members of the Executive team, RSA staff, Fellows, and external partners.

I am delighted that you are considering the role of Chair at the RSA. I believe there has never been a better or more exciting time to be leading the RSA and helping write the next chapter in its illustrious history.

We look forward to hearing from you.



Andy Haldane



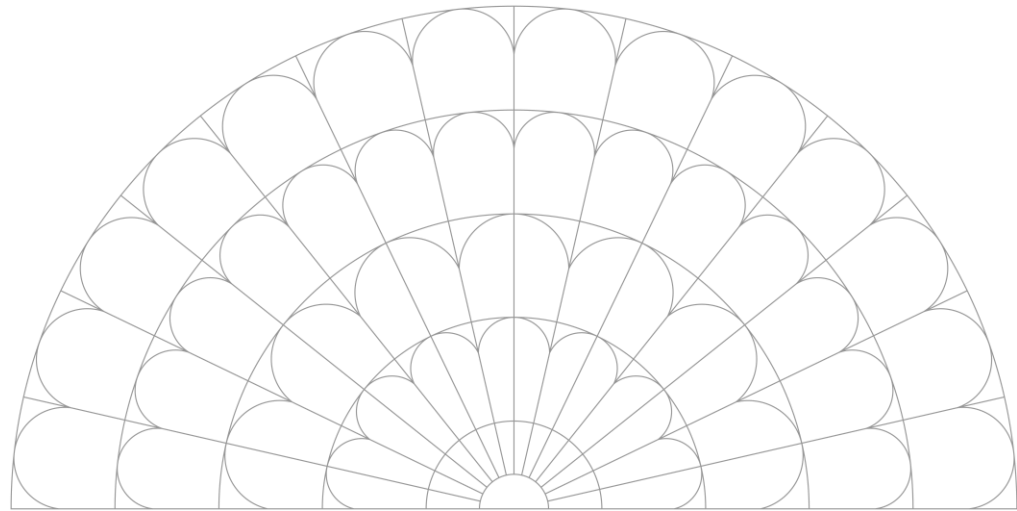
# ABOUT US

We are the Royal Society for the Encouragement of Arts, Manufactures and Commerce, where world-leading ideas are turned into world-changing actions. We are committed to a world where everyone can fulfil their potential and contribute to more resilient, rebalanced, and regenerative futures.

In 2024, we celebrate 270 years at the forefront of social change and our search for a new Chair of the Board of Trustees couldn't come at a more exciting time! In this important anniversary year, we are growing our global impact as we expand our Design for Life mission and work with partners across the world to develop resilient, rebalanced, and regenerative futures for people, places, and the planet.

With Fellows currently in 115 countries, and affiliates in the US and Oceania, the RSA has a global reach. We want to deepen and widen that global footprint in the years ahead, including by expanding the scope of our global affiliates and partnering with other global networks.

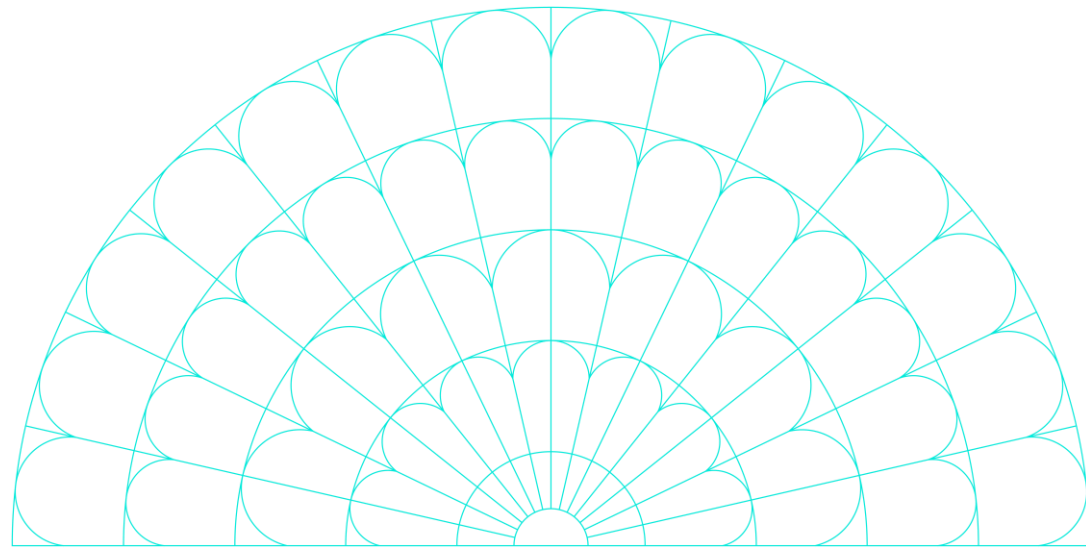
Together, we unite people and ideas in collective action to unlock opportunities to regenerate our world. Core to our Design for Life mission is that we believe that everyone has the potential to effect change. From children, young people, and students to entrepreneurs, businesses, and communities, the RSA works collectively to fulfil our ambitious regenerative mission.



Central to the RSA is our vibrant global community of over 30,000 Fellows. Our Fellowship is a unique and diverse community of changemakers committed to achieving social impact by tackling the world's most pressing challenges. We empower and connect changemakers at all levels of experience and expertise, providing a platform for collaborative growth, impactful *Design for Life* interventions, and the realisation of ambitious global projects. In 2023 we launched Circle, our brand-new digital platform exclusively for RSA Fellows. Following the launch, we have seen thousands of Fellows from across the globe connect and collaborate as never before and we are thrilled to see this important platform come to life and flourish as a global marketplace, not just for ideas but for action too.

Under the leadership of Chief Executive Andy Haldane, the RSA is broadening its impact across the UK through the development of innovative new *Design for Life* projects. Interventions include work to energise the creative industries in regions across the UK; leveraging data to better understand the influence of social connections on life opportunities; transforming how children can foster a connection to nature and community through creativity; and unlocking the potential of cities to drive significant economic growth.

This is a pivotal moment for the RSA. The next chapter in the RSA's 270 year old illustrious history of innovation and social impact is now being written, as we seek to shift mindsets and systems to a world where regeneration, rather than sustainability, is the watchword and action plan.



**270**

**years of significant social change**

**30K+**

**Fellows committed to impact**

**200**

**Fellowship projects funded**

# DESIGN FOR LIFE

## OUR MISSION



Economic, social, and environmental crises have placed our world in a fragile, unbalanced, and degenerative state.

Our mission is to enable people, places, and the planet to flourish in harmony.

Our vision is for a world where everyone can fulfil their potential and contribute to more resilient, rebalanced, and regenerative futures.

### **How are we achieving this?**

We believe everyone has the potential and creativity to effect change.

We work with people throughout their lives, and across society, to achieve regenerative impact; from children and young people to entrepreneurs, businesses, and communities.

Our approach to change involves many different disciplines and perspectives. Find out more about how we are making change [here](#).

# OUR VALUES

**We are open, optimistic, courageous, rigorous, and enabling.**

We envisage a world that is resilient, rebalanced and regenerative, where everyone can fulfil their potential. To achieve this, we ask everyone – our staff, our Fellowship, our collaborators, our partners, and wider society – to commit to our values and world view and strive to achieve genuine positive impact in our lives.

To achieve our ambitions, we know we must nurture a culture of inclusion in all of our work – within our projects, with our Fellows, partners, and communities and in our building of heritage.

Our five values, alongside our [DE&I commitments](#) underpin everything we say and do, how we work with people, behave towards them and communicate. Here is a brief description of what each value means to us.



Photo credit: Laura Aziz

# Open

**Always inclusive, transparent and honest, we welcome new thinking and different perspectives**

# Optimistic

**We are confident that together, we can regenerate our world through collective action**

# Courageous

**We champion curiosity, creativity and bravery to inspire better ways of thinking and doing**

# Rigorous

**Rooted in evidence-led thinking, we act with integrity and purpose**

# Enabling

**Through generosity, respect and collaboration, we help others succeed**



# OUR GOVERNANCE

The RSA comprises three non-profits in affiliate relationship with each other: the core UK-based global Royal Charter Company and two affiliates RSA US (a non-profit in the US) and RSA Oceania (a non-profit in Australia).

## **Royal Charter Company**

The RSA is governed by a Trustee Board which is responsible under the RSA Royal Charter, byelaws, and charity law for ensuring that the charitable objectives of the society are carried out and legal obligations met.

We are committed to ensuring high standards of rigour and accountability in all our undertakings and reporting. In addition to the RSA Trustee Board, the RSA regularly convenes Trustees and Independent Members through our Audit and Risk Committee, People and Remuneration Committee, and Nominations and Governance Panel.

You can find out more about our governance [here](#).



PRESIDENTS  
OF THE  
ROYAL SOCIETY OF ARTS

*for the promotion  
of the  
Arts  
Manufactures*

HR.H. THE PRINCE OF WALES, K.G.  
1901-1910  
LORD ALVERSTONE, L.C.J., G.C.M.G.  
1910  
HR.H. THE DUKE OF CONNAUGHT, K.G.  
1911-1917  
SIR EDWARD...  
1918-1920  
E. F. ARMSTRONG...  
1921-1924  
VISCOUNT BEN...  
1925-1945  
HR.H. THE PRIN...  
1946-1952

RSA Student Design Award Winners 2023  
Photo credit: Laura Aziz

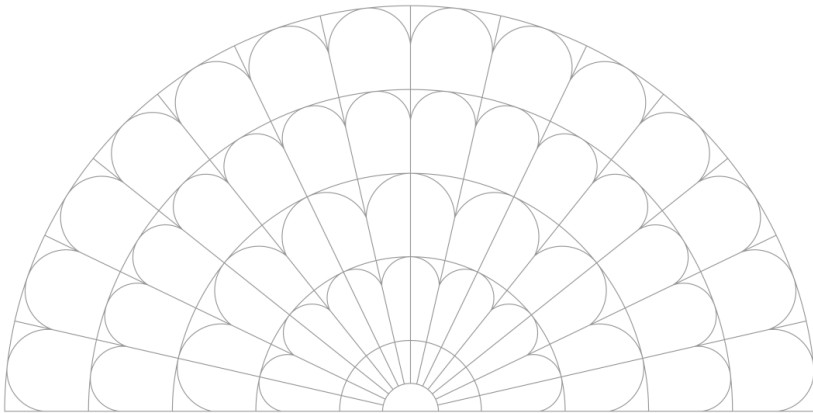
# THE CHAIR

The Chair is responsible under the governing documents of the RSA for the effective governance of the Charity. Day to day management and administration are delegated to the RSA's Executive Team and staff.

The role chairs the main Trustee Board, alongside the RSA's Nominations and Governance Committee, People and Remuneration Committee and the RSA Adelphi Enterprises Limited Board and the RSA Shipley Enterprises Limited Board which are the two trading subsidiary companies of the charity

In addition to the general duties of a Trustee, the Chair has responsibility for maintaining an overview of the RSA's activities, ensuring they remain sustainable and that resources are used effectively to achieve the organisation's aims.

The Chair is an ambassador and advocate for the RSA and leverages their networks and relationships on the RSA's behalf.



## Key responsibilities:

- Lead the Trustees and members of the RSA's Senior Leadership Team in the development of strategic plans for the charity and its commercial entities;
- Lead on and participate in, high-level events, including the AGM, the President's Lecture, the Fellows Festival and fundraising activities;
- Oversee an effective communication and brand strategy for staff, fellows, partners, funders and other stakeholders;
- Provide leadership and support to the Chief Executive including performance appraisal and succession planning and management as and when appropriate;
- Ensure strong relationships between the Trustee Board and the Fellowship Council and other Fellowship engagement networks and activities;
- Ensure appropriate oversight of Fellowship activities, and meet with Fellows and Fellowship networks as required;
- Ensure that the RSA fulfils its legal and moral responsibilities for the good governance of the charity and is run in accordance with the decisions of the Trustees, the charity's governing document (the Byelaws), and any relevant legislation;
- Maintain the Trustees' commitment to board renewal, succession management, and diversity, in line with the RSA's Charter, Bye-Laws, and/or current best practice;
- Collaborate with the Trustees to ensure that the RSA is run along sound financial principles and that budgets and risk frameworks are properly set and monitored in line with Charity Commission requirements;
- Nurture a culture of inclusion in all of the RSA's work – within our projects, with our Fellows, partners and communities, and in our building of heritage.



Fellows Festival 2024  
Photo credit: Laura Aziz

# PERSON SPECIFICATION

Successful candidates will be able to demonstrate all or most or the following:

- Substantial organisational leadership experience or experience of serving on high-calibre Boards as either Chair or Deputy Chair;
- Exceptional strategic and commercial acumen with a firm grasp of finance;
- A strong commitment to the vision and purpose of the RSA and an alignment with our values and inclusive culture;
- Excellent communication and relationship management skills, and the ability to represent the RSA to a wide range of internal and external stakeholder groups;
- Experience leading organisations through change, whether as part of the non-executive board or as an executive;
- Proven resilience and the ability to think through complex issues strategically, independently and imaginatively;
- A willingness to support and challenge the RSA through participating in and leading high-level development activities;
- Clear respect for scholarship and the intellectual heft to serve as figurehead of a world-renowned institution;
- Understanding and emphasis on the importance of a strong communication strategy;
- The ability to exercise sound, independent judgement, acting as both support and critical friend to the CEO and Senior Leadership Team;
- A demonstrable understanding and acceptance of the legal duties, responsibilities, and liabilities of Trusteeship, and a desire to uphold the highest standards of good governance and compliance;
- A willingness to fulfil the necessary time commitment and go above and beyond when necessary;
- Modelling the highest standards of integrity, inclusive practices and courage;
- A global perspective;
- A willingness to speak one's mind;

## Desirable

- Previous affiliation with either the arts or social change.

# TIME COMMITMENT

The overall time commitment for this role is around 3–4 days per month.

The Chair convenes four Trustee Board meetings each year, as well as an annual RSA Board Away Day and the Annual General Meeting, which takes place in October. Meetings are hybrid, held at RSA House in London and via Zoom.

The Chair additionally chairs: the People and Remuneration Committee, which meets twice annually; the Nominations and Governance Panel, which meets three times annually; and the Boards of the RSA's two trading subsidiaries, RSA Adelphi Enterprises Ltd and RSA Shipley Enterprises Ltd. - which take place twice per year

All Board, Committee, and subsidiary trading Board meetings occur during normal office hours.

The Chair meets monthly with the Chief Executive.

The successful candidate will receive a full induction and should allocate a day for this.

## Terms of Appointment

This is a voluntary role and is not remunerated.

Reasonable expenses can be claimed, in line with the RSA's Expenses Policy, for attendance at Boards, Committees, and other meetings and RSA events necessary for the fulfilment of RSA duties.

All Trustees of the RSA must also be Fellows of the RSA; not currently being a Fellow of the RSA does not preclude an application to the role, but an applicant must be willing to become a Fellow.

# HOW TO APPLY

Saxton Bampfylde is acting as an employment agency advisor to the RSA on this appointment. Candidates should apply for this role via [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code VXMD. 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 midday on **Monday 15th April 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.

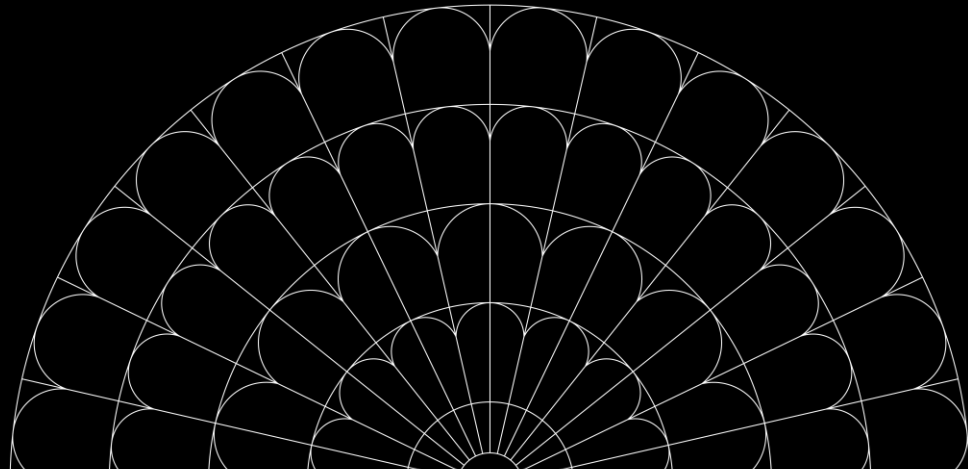
## Inclusion Statement

As a social change organisation, the RSA believes everyone, regardless of visible or invisible difference, should be welcomed to participate in creating a better future.

We aspire to maximum inclusion in our work and endeavour to challenge systemic inequity and all forms of discrimination. We therefore welcome applications from everybody who is committed to our vision and values and can demonstrate the skills, competencies, and experience required for the role applied for.

## GDPR personal data notice:

According to GDPR guidelines, Saxton Bampfylde Ltd 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.



# RSA

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