## **DIRECTOR OF GROUP SERVICES**

July 2025 Ref EAMATC





# Introductory letter from the CEO

Thank you so much for your interest in the role of Director of Group Services. If you like looking for new ways to do things and having an impact in the world, this may be just the role for you.

The Royal Academy of Dance is entering an inspiring new chapter, as we look to expand into new parts of the world and adapt our ways of working to be fit for the future. I'm looking for a strategic thinker to join my senior team, someone who gets things done, who's excited by innovation and enjoys collaboration. You'll have experience in strategic finance and may be looking to expand into the other corporate and enabling services within the scope of this role.

We have a strong Royal brand, recognised across the world, with a legacy of over 100 years. We believe strongly in the transformative power of dance, both for individuals and for society. We're well connected with the dance profession and our global reach extends to over 80 countries. If you enjoy nurturing people to develop and excel, and appreciate different cultures and perspectives across the world, you'll love the context in which we work.

We're looking for someone who'll challenge us, support us, and help us grow as One RAD across the world. If that sounds like your next move, we'd love to hear from you.

Warmest good wishes,

Elizabeth Honer Chief Executive







# About the Royal Academy of Dance

Since its founding in 1920, the RAD has been a leader in shaping the standards of dance teaching, and this history has made the RAD one of the world's most influential dance education and training organisation. 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, we are a non-profit organisation, and 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.

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.



# Vision, mission and values

The RAD is in the process of refreshing its mission, values, vision and strategy. The following will be updated once new versions have been agreed and communicated internally.

**Our vision:** To be a global leader of excellence in dance education, inspiring future generations of teachers and dancers.

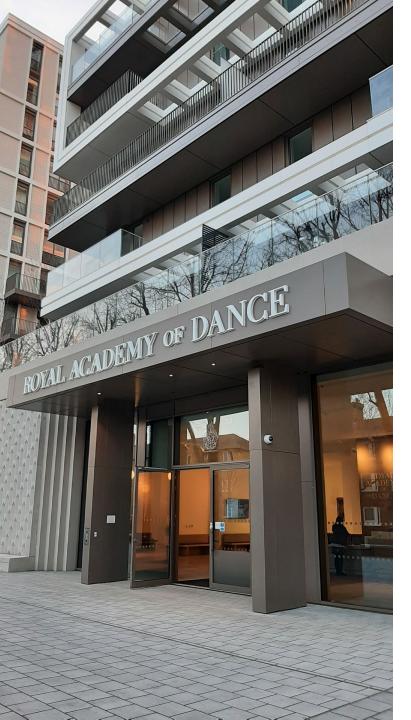
**Our mission:** We promote the art of dance and ensure its development through diverse and inclusive dance education and training programmes across the world, nurturing creativity, innovation, artistry, and excellence. Through dance, we enrich lives and transform communities.

### 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 Director of Group Services 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 Director of Group Services 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 Director of Group Services 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
  Director of Group Services 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 Director of Group Services will prioritise mental and physical wellbeing, promoting a culture of care and empathy throughout the organisation.





### Home of dance

The RAD's recently completed global headquarters in Battersea is a state-of-the-art facility that supports the organisation's mission to 'Inspire the World to Dance'—and presents a significant commercial opportunity.

Featuring nine stunning and versatile dance studios, a performance theatre, a dedicated dance library, and an archive showcasing over 75,000 dance and RAD-related objects, the building is designed to foster creativity, innovation, and excellence. Beyond its core purpose, the headquarters offers substantial potential for income generation and partnership development.

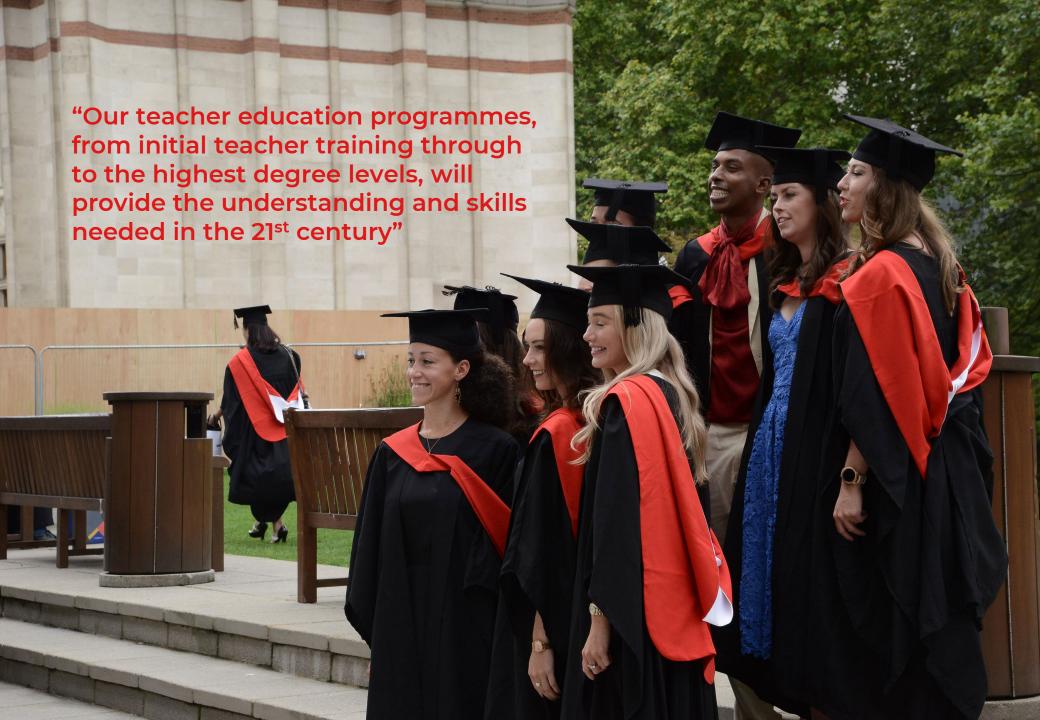
With a new RAD shop, a welcoming café, and high-quality spaces available for hire, the building is a vibrant hub for RAD members, staff, collaborators, and the local community—creating opportunities to enhance engagement, grow audiences, and diversify revenue streams.











### **Strategy 2025-2030**

The RAD is in the process of refreshing its vision and strategy, for 2025 to 2030. The following captures the main elements, to be finalised in September.

By 2030 we have enhanced our impact in dance and in society, globally. We are at the forefront of excellence for a new era, are leaders in new approaches to dance teaching and learning, have increased participation and widened access.

#### Our priorities are:

#### 1. Elevate dance teacher education

We are committed to excellence and joy in dance teaching. with teacher education being at the heart of what we do. The world we live in is changing rapidly and that means adapting the content of our programmes, and how they are delivered, to remain relevant and accessible to the broadest range of dance teachers at each stage of their careers. We aim to combine strong artistic content and studio-practice with sound pedagogical theory. Our teacher education programmes, from initial teacher training through to the highest degree levels, will provide the understanding and skills needed in the  $21^{st}$  century.

### 2. Expand ballet and go beyond

Ballet will remain at our core, expanded to new markets and with new products reaching across all ages. We will move beyond ballet, too, into new styles, where these extend naturally from ballet, such as musical theatre. We aim to be leaders in safeguarding, as the bedrock of inclusive, joyful participation. We will develop products to suit participants at all stages of their lives, from early years into retirement. Currently, we only examine in ballet, but we will branch

out into other genres as well as offer assessments for all ages and abilities. By offering styles and exams for a wider audience, we aim to a attract a more diverse group of participants, inspiring them with the joy and benefits that come from movement and dance.

#### Enhance value to members

We are a large global membership organisation, committed to enhancing the value we offer, whether to students, teachers, parents, participants or supporters. We are creating a range of pathways to become a member, particularly for the best-qualified teachers and for the professional dancer. We are exploring how we can modernise our ways of working, and what we offer, by harnessing technology. We want the customer experience of engaging with us to match today's expectations from other fields. This approach will help us to attract and retain a wider range of members across their careers, resulting in a more comprehensive offer to participants, our students, teachers, and the wider community.

### 4. Build strong foundations globally

We aim to run ourselves with the same rigour and discipline we bring to dance. We are developing a longer-term financial plan, focusing on our people and their development, harnessing the benefits of new technology and optimising use of our glorious London headquarters. Our 30 offices around the world vary considerably in size and scale. We are working with our national leaders more closely, engaging with them as we grow and develop, achieving greater resilience for many decades to come.



### The role: Director of Group Services

#### About the role

Role summary: To provide leadership across the Royal

Academy of Dance (RAD), globally, on strategic financial planning and analysis, people, technology, facilities and project management. You will work closely with the

CEO and directors, including in our

international offices, to ensure all aspects of corporate services are effective and efficient, and that they are designed and run to support the long-term sustainability of the charity. You will be a member of the Executive Board and will attend the Board of

Trustees and relevant board sub-

committees.

Department: Group Services. 33 people (5 direct reports),

covering finance, people, technology, facilities and project management.

Reporting: Chief Executive Officer

#### Job purpose

The Director of Group Services, a newly shaped role, will ensure that the Royal Academy of Dance has effective and efficient corporate services in place across the world to support its charitable objectives and international operations. You will provide strategic leadership on financial planning and analysis, with an initial focus on transforming financial processes, systems and resourcing across the group (UK and international offices). You will work closely with and line manage the Finance Director, whose team has operational responsibility for financial management, cashflow, accounting and reporting. You will oversee the RAD's people, technology, facilities and project management teams, ensuring their plans underpin the RAD's refreshed vision and strategy and its future growth.

You will be a member of the Executive Board and attend meetings of that group, the Board of Trustees, Finance and Risk subcommittee and Governance and People subcommittee.

This role works directly with the CEO and offers an exciting and ambitious opportunity to shape the long-term health and growth of the RAD internationally at a time of change.

# **Key objectives**

### Strategic finance

- Lead the RAD's strategic financial planning to support the strategy to ensure the long-term financial stability, health and resilience of the RAD. This includes analysis of financial data to identify trends, risks and opportunities for savings and revenue streams. Turnover is in the region of £22m.
- Identify and lead improvements to streamline financial operations and reporting across the RAD's 30 international offices, developing the required regional support structures. This includes opportunities for automation to improve efficiency and reduce manual effort.

### Data, technology and innovation

- Working with the Head of IT and external advisors as necessary, oversee development and implementation of a comprehensive data and technology strategy. This includes:
  - Harnessing innovation to streamline processes, enhance the customer experience and improve decision-making through better data. This goes beyond financial systems, to how we use technology across our core activities, from teacher education, membership services and exam operations to our administrative and operational support. This will involve developing partnerships to support this work and looking for novel ideas outside the sector. You do not need to be a technology expert yourself but certainly interested in and excited by the potential that new technology brings and with the vision and drive to harness innovation.
  - Ensuring the RAD's IT infrastructure is fit for purpose globally, with effective cyber and data security safeguards in place. As part of this, we need to improve the integrity and robustness of our data management and the resilience of our IT infrastructure.

#### **People**

 Oversee the Head of People in developing a comprehensive people strategy and plan, articulating and delivering the value proposition for existing and potential employees to become an employer of choice in the arts. This includes developing new approaches to equity, diversity and inclusion; reviewing pay and grading; developing a new appraisal and development system with our values at the heart.

#### **Facilities**

 Working with colleagues, ensure our headquarters building is safe, efficient and cost-effective, and supports our core operations effectively. This includes maximising the income potential from the building's office space and supporting other internal departments in realising the potential of the building as a venue for hire.

### Project and programme management

 Guide the project management team in their management of projects arising from the refreshed strategy. This includes ensuring the RAD pays sufficient attention to change management to ensure projects realise their full potential, as well as delivering projects to time, cost and quality requirements.

### People leadership and management

 Lead and nurture the people within your directorate to deliver effectively, ensuring they are motivated, developed and well managed.

#### **Executive Board**

 Contribute to the collective leadership of the RAD as a member of the Executive Board, living our values and taking a 'One RAD' approach working across departmental and national boundaries.

### Person specification

#### Knowledge and experience:

- Proven experience in a senior financial leadership role, providing strategic direction, leading long-term financial planning and analysis, and with evidence of securing financial resilience and sustainability. This will include experience of successful finance transformation, of systems, processes and capability.
- Experience in leading and developing most, if not all, of the range of corporate services covered by this role. This should include, in particular, an enthusiasm for harnessing new technology to improve efficiency and effectiveness.
- Proven experience of transformation and managing change, ensuring projects are not only completed on time, but embedded and achieve their objectives.
- Some experience of working within a charity, not-for-profit or arts context would be helpful, although we will consider candidates from other sectors, with the ability to get up to speed quickly in this context.

#### Skills and personal attributes:

- A values-driven leader of people, who delegates effectively and who motivates and develops individuals and teams, nurturing a positive and cohesive team spirit.
- An effective strategic thinker combined with an eye for detail. This
  means being able to think big but not lose sight of operational
  necessities, having strong problem solving and analytical skills, as
  well as the ability to cut through complexity and to create a
  compelling vision for change.
- A completer-finisher, highly self-motivate and organised, able to plan and execute work without direction and deliver at pace.
- Strong interpersonal skills, building and maintaining relationships, showing sensitivity to different nationalities and cultures.
- Strong written and oral communication skills, with experience of preparing succinct, clear papers and presentations for a range of audiences.

### **Qualifications:**

• A relevant and current professional finance qualification, recognised by CCAB (e.g. ACA, ACCA, CIMA, CIPFA).

This job description is a starting point for the role we are asking you to fulfil. It is a working document and as such may change and evolve as the role, team and the RAD develop.

The RAD is committed to safeguarding and promoting the welfare of children and young people and expects all colleagues to share this commitment.

All colleagues are required to promote and safeguard the welfare of children they are responsible for or come into contact with and to adhere to and ensure compliance with the RADs Safeguarding Policy at all times. If, in the course of carrying out your responsibilities you become aware of any actual or potential risks to the safety and welfare of children in the RAD you must report any concerns to a Safeguarding Lead.



# Terms of appointment

Salary: Up to £90,000, dependent on level

of skills and experience.

**Holiday:** 25 days holiday per annum, plus

public holidays.

**Benefits** Pension Aegon employee contribution 5% and empl

contribution 5% and employer contribution 11.316%, BUPA Cash Plan, Life Insurance – 2 x salary, Employee Assistance Programme.

**Location:** Hybrid. We offer flexibility on

working location, although attendance in person will be required at all board and

committee meetings, and at certain

other meetings essential to effectiveness of the role.

**Hours:** Full time: Monday to Friday, 34.5

hours per week.

**Contract:** Permanent.

**Eligibility:** This role will require an enhanced

DBS check on appointment,



# 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 **EAMATC** 

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 1<sup>st</sup> September.** 

\* 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.



