



**People  
Dancing**  
the foundation for  
community dance

# Recruitment Pack

## Board of Trustees - People Dancing

June 2018



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**ARTS COUNCIL  
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# A message from the Chair

Greetings,

I am delighted that you have shown an interest in becoming a Trustee of People Dancing. I have served on the Board for several years and have always been impressed by how the organisation acts as a leader in participatory arts and as a champion for community dance in all its diversity. It's exciting to be involved in an organisation which is successful, at the same time as having a values-driven programme and a concern for ethical operations.

This booklet is designed for you to familiarise yourself with People Dancing's vision, values and mission, as well as what it does and in what ways it makes an impact. It will give you the information you will need to decide whether you can take the role on in practice, given your other work/life commitments.

Chris Stenton (CEO) and I are very happy to talk the role over with you, should you have any further questions and our emails are found at the bottom of this pack.

I do look forward to receiving your Expression of Interest.

Dr. Sara Houston  
Chair, People Dancing



# The organisation

People Dancing: the foundation for community dance creates and develops opportunities for people to experience dance in all its diversity and drives forward excellence in community and participatory dance practices.

Participatory and community dance are internationally respected practices pioneered in the UK. They began as an approach to increasing participation in dance, in the late 1970s, based on a broader vision for what dance is and who could dance. 35 years on, practice is embedded. People Dancing has many years' experience of leading in the arts, from small-scale projects developing specific practices, to international conferences and large-scale, complex public engagement activities and commissions. Membership services remain at the core of our work.

Through our programmes and services, driven by an ambitious business plan, we act as a visionary driving force providing international leadership of artistic practices for which the UK is a world-leader, maintaining existing and engaging new audiences. Our offer is internationally unique – there is no other dance-specific organisation working across a comparable range of programmes and practices – further cementing the international leadership role of the organisation and the practices it champions.

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## Mission, vision and values

Our vision is of a world where dance makes a positive difference. Its mission is to make engagement with dance important and relevant to individuals, communities and society.

The organisation's work is underpinned by values defining how we work:

- Excellence in participation and progression in dance for all
- Inclusion is at the heart of what we do and why we do it
- Collaborative actions give greater strength and voice to all involved
- Openness in our working practices.

Our artistic values give greater strength to our activities and the championing of equality, diversity and inclusion:

- Placing people, their aspirations, rights and choices at the centre in providing opportunities for individuals and communities to operate creatively and artistically
- Respecting everyone's right of equal access to quality experiences in dance of all kinds

- Not being limited by form, style or convention, and embracing digital possibilities
- Contributing positively to people's health and wellbeing, resilience, social relationships and creative learning
- The development of dance as an artform by highly skilled and professionally developed dance artists and practitioners.

We have three strategic aims that define our activities and shape impacts and outcomes in community and participatory dance:

- Take a strategic overview and have UK-wide and international reach, acting as a driving force in developing excellence, nurturing talent and strengthening resilience, and ensuring provision and practice is networked and fit for purpose
- Develop and sustain strategic alliances and partnerships create new opportunities for individuals and communities to participate
- Build organisational capacity, resources and resilience, including digital knowledge and innovation, whilst remaining true to Mission, Vision and Values.

## Impact and achievements

Since 2011, People Dancing has pursued a wide-reaching developmental programme that reflects its journey from that of a 'service organisation' to a leader in participatory arts. We have prioritised raising community dance's profile as a key player in art form development.

Some positive impacts of our work include:

- Dance artists and organisations better equipped to do their job by improved knowledge, connection and professional development
- Enhanced level of critical debate about quality in community dance practice
- Diversified community dance workforce
- Increased international profile for community dance in the UK
- Translation of high-level policy and strategy issues to grass roots practice; and vice-versa
- Greater commitment by the dance profession for work with, by and for D/deaf and disabled people
- Improved understanding of and engagement with health and wellbeing.

Our audience and membership have significantly increased and diversified. Particular achievements include:

- Developing National Occupational Standards for dance leadership
- An annual Summer School and year-round training programme that engages 500+ artists
- Digital innovation including through online learning programmes
- Large scale engagement by participants and audiences, including children and young people e.g. by Big Dance in 2014 and 2016
- Growth of membership and services to record levels in 2018
- Championing diversity, in particular dance by, with and for D/deaf and disabled people by increasing profile and opportunities for participation through 11 Million Reasons to Dance
- Two international conferences in 2014 and 2017, attracting 600+ people from 22 countries
- Recognition of pioneers through awarding 30 Honorary Life Memberships in 2016.



# Governance, staffing and finance

People Dancing is the trading name of Foundation for Community Dance, a registered charity and a company limited by guarantee in England and Wales. The organisation is governed by a board of non-executive Directors and Trustees, Chaired by Dr Sara Houston. A Finance and General Purposes Committee provides oversight of finance, fundraising and operations. The current Board includes:

- Dr Sara Houston, Chair (Principal Lecturer, Department of Dance, University of Roehampton)
- Jane Ralls, Vice-Chair [member of F&GP] (Independent Dance Manager)
- Pat Abraham, Chair, Finance and General Purposes Committee [F&GP] (Arts Consultant)
- Helen Angove (Head of Development and Partnerships for the DIME Group)
- Anand Bhatt (Producer, Aakash Odedra Company)
- Lucy Frazer [member of F&GP] (Dance & Arts Manager)
- Paul Kaynes [member of F&GP] (Chief Executive, National Dance Company Wales)
- Dylan Quinn [member of F&GP] (Artistic Director, Dylan Quinn Dance Theatre)

The Board delegate day-to-day management of the organisation to its Chief Executive and leadership team. A team of 11 core posts (9 full time equivalent) plus freelance and contract staff deliver the organisation's work. Following a structural review to examine and address both requirements for artistic leadership within the organisation and core capacity, a new staffing structure was implemented in spring 2018. This established a leadership team of the five senior posts and are headed up by Chris Stenton, Chief Executive together with Ruth Bates (Director of Development), Emma Hayes (General Manager), Anna Leatherdale (Director of Learning) and Louise Wildish (Director of Engagement).

People Dancing aims to present ambitious programmes that are also financially sensible and sustainable. The organisation's turnover varies year-on-year but is generally £600k - £800k. Income is from four main sources: earned income through membership fees and training and events sales (around 39% in 2016/17); NPO grant income from Arts Council England (29%); income from Trusts, Foundations and donations (around 16%); and other public funding inc. National Lottery (16%). The organisation has £38k in unrestricted funds, which it plans to increase over the next four years.

People Dancing has a positive track record of fundraising and resource development, such as:

- National Portfolio Organisation awards in 2012, 2015 and 2018 for £190k annually
- £400k+ from Trusts and Foundations since 2011, including the Paul Hamlyn Foundation, The Baring Foundation, The Mercers' Charitable Foundation and several smaller Trusts
- £700k+ from Arts Council England Strategic funding streams since 2012 including Exceptional Awards, Catalyst and Strategic Touring
- £85k from other UK arts councils for specific international programmes
- Around £250k annually of earned income through sales of services and training.



# Our work

People Dancing has an ambitious business plan and has secured National Portfolio Organisation funding from Arts Council England for 2018 – 2022. We will have three strands of work:

## 1: Membership and services

We support and provide services to our membership of around 2,500 dance artists, teachers and leaders, responding to industry and employer demands and enabling them to deliver effectively and safely. Membership demonstrates year-on-year growth. We will build on this on our own and with others. We will continue to provide a countersignatory service and application processing for the Disclosure and Barring Service, for our own Members and by arrangement with other membership bodies including Sound Sense (the community music association) and the National Association of Writers in Education.

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## 2: Innovation

We've re-organised our current learning and creative work into seven programmes, each with a distinct identity but with synergies between them. This will help us to present our work with improved clarity and relevance. The programmes are:

**Artist development and training** Short courses and innovative digital learning opportunities; quality standards; practice networks; publishing and information services; and a triennial international conference and informal international network (next planned for 2020).

**11 Million Reasons to Dance** A creative campaign, touring exhibition and films that profile D/deaf and disabled people who dance; support and opportunities for disabled dance artists, and interventions to support inclusion.

**The Museum of Us** A 'living history' of participatory dance enabling knowledge exchange about quality and an internationally unique learning resource and archive.

**People Dancing: Together** A large-scale participatory performance project commencing 2019, including artist development and international distribution, the legacy of our learning from London 2012 and Big Dance.

**Older People Dancing** Practice development, a specialist network, and a new digital learning programme for artists and volunteers; interventions to stimulate new opportunities for older people to participate.

**Early Years Dance** A new digital learning programme for artists and a specialist network; interventions to stimulate new opportunities for young children and their parents/carers to participate.

**Dance for people living with Parkinson's** by continuing to champion the Dance for Parkinson's Partnership UK, we will test new approaches to increasing provision and participation and provide a peer network and opportunities to exchange knowledge.

### 3: Alliances & partnerships

To achieve our ambitions, we have effective alliances and partnerships with others who share our vision and values. We work with organisations and networks in dance, in participatory arts, in health and wellbeing, with higher education and industry partners. People Dancing is a founding member of ArtWorks Alliance, the strategic network for participatory arts in the UK.

We are embarking on a new phase in relationships with five artists and two dance companies as Associates, enabling us to work in depth with internationally respected leaders, support mid-career artists into national leadership roles, and develop planned work and new ideas together. This will help ensure that diversity – of people, and creative practices - is woven throughout our content and delivery. Associates for 2018 include Liz Clark, Louise Katerega, Anusha Subramanyam, Cecilia Macfarlane, Diane Amans, English National Ballet - specifically around dance for people living with Parkinson's - and Luca Silvestrini's Protein Dance - on the creative programme People Dancing: Together.

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### Users and audiences

People Dancing's work spans both public-facing and profession-facing activities. We identify our users and audiences as:

**Dance artists and organisations (professional programmes):** 80% are based outside of London. 12% identify as being D/deaf or disabled. 83% are women. 60% are early-mid career. We work with dedicated dance organisations and increasingly with venues and arts centres with existing or aspiring to have dance programmes. We reach around 4,500 professional users annually.

**Participants and Audiences (participatory programmes):** We engaged 46,000 participants in Big Dance 2016. Of these 53% were aged 24 or under and 37% state their heritage as being of the African Diaspora, South Asian or Asian.

**Employers/commissioners of participatory dance artists:** These span dance and the arts, health and wellbeing sectors, education and social care.

**Supporters, advocates and partners:** We engage with high-profile artists and public figures; and leaders of public, voluntary and private sector organisations as advocates for our work and as influencers on theirs.



# Role profile

We are looking to appoint up to four new Trustees through open recruitment. The role of a Trustee is a dual one, combining Company Director and Charity Trustee. The newly appointed Trustees will support the Chair and offer their guidance to staff to lead the organisation into the future.

The Board is responsible for guarding the ethos, values, style and purpose of the organisation and together with and informed by the organisation's employees, develops long-term strategies and plans. You will need to share a passion for our work, and be committed to People Dancing being an equal, diverse and inclusive organisation. We are looking for Trustees who:

- Are strategic and creative thinkers
- Bring sound judgement
- Can offer specific expertise and knowledge in relevant fields
- Are not afraid to speak their mind
- Have the ability to advocate for the organisation
- Can commit to the time required
- Understand and accept the legal duties and responsibilities of the role.

New Trustees will enable the Board to meet its commitment to:

- Ensuring the activities of the Board will be able to stand the test of scrutiny by the public, members, stakeholders, funders and the Charity Commission
- Integrity and honesty being the hallmarks of all conduct when dealing with colleagues within the organisation and when dealing with individuals and institutions outside it
- Striving for an atmosphere of openness throughout the organisation to promote confidence of the public, members, stakeholders, funders and the Charity Commission.

To complement current Board skills, and in the light of the forthcoming retirement of some existing Board members, we are interested to appoint Trustees with strengths in any of the following areas:

- Financial planning and management
- Fundraising and development
- Communications and advocacy
- Education, training and skills development
- Digital knowledge and innovation
- Diversity and inclusion within dance and the cultural industries
- Participatory dance and arts practices.

## Practicalities

The Board of Directors and Trustees of the People Dancing consists of a maximum of fourteen (and a minimum of four) individuals. Appointments are for up to a maximum of eight years continuous service.

There are usually four regular board meetings each year, including an annual Board Retreat or Away-Day, plus an AGM and board meeting to specifically review the Business Plan. Meetings take place either in London or Leicester, usually in the afternoon and last around 3.5 hours. Committee meetings usually last around 2 hours.

Trustee positions are voluntary and unpaid but out of pocket travel and subsistence expenses will be reimbursed.

The organisation aims to support individuals to attend, engage with and contribute to board meetings and board business. The organisation will pay the costs of meeting reasonable access requirements and personal support costs to enable this.

Reasonable childcare and other dependents' care costs incurred for People Dancing board and committee meetings will be reimbursed.

You must be aged 18 or over to be considered for appointment to the Board.

New board members will engage with a structured induction process, in conjunction with the Chair and/or Vice-Chair and the CEO. New Board Members can be paired with an existing board member to act as a buddy as part of their induction.

## How to apply

If you are interested in working strategically to support People Dancing, and the practices, artists and people it represents, and are excited about engaging in debate then we'd love to hear from you!

To submit an Expression of Interest, please submit a CV and separate covering letter (of no more than two pages) outlining the skills, knowledge and experience you could bring to the Board in relation to the role profile, described above, and why you would like to serve as a Trustee. You should also complete the equal opportunities monitoring form as a separate document.

**The deadline for submissions is noon on Friday 6 July 2018. We will hold informal interviews in late July.** Shortlisting will aim to balance expressions of interest against the role profile, which will be further explored through informal interview.

If you would like an informal conversation prior to making an expression of interest, please contact either Dr Sara Houston (Chair) [sara@communitydance.org.uk](mailto:sara@communitydance.org.uk) or Chris Stenton (Chief Executive) [chris@communitydance.org.uk](mailto:chris@communitydance.org.uk)

Please send your Expression of Interest to become a Trustee of People Dancing either by email to: [sara@communitydance.org.uk](mailto:sara@communitydance.org.uk)

or by post, and marked as 'confidential', to:

People Dancing, Freepost RRAE-ZCCH-AGAS, Leicester, LE1 1RE