



# People Dancing

the foundation for  
community dance



## **Board & Chair Recruitment Pack**

August 2019

## Invitation to apply

People Dancing is looking for people with passion, energy and commitment to join its Board, and is recruiting both Board members and a Chair of the Board.

We particularly welcome applications to become a Board member from people with knowledge and experience in:

- Community or participatory dance, ideally as an artist, producer or teacher, in different contexts, styles and forms
- Working inclusively
- Arts/dance, health and wellbeing
- Education, learning and skills development
- Legal, governance and finance
- Marketing and communications
- Income generation and fundraising.

The Board also wishes to appoint a new Chair with the drive and experience to lead the Board and help the future strategic development of the organisation. Our current Chair, Dr Sara Houston, will step down in January 2020.

People Dancing strives to be an inclusive organisation that welcomes Board members from a wide variety of backgrounds. We positively encourage applications by people from minority ethnic backgrounds and people who identify as D/deaf, disabled and/or neurodivergent.

In this pack you will find information about:

- Us and our work (page 3 – 5)
- Person specification, access support, induction and time commitment (page 6)
- Duties of Board members (pages 7 & 8)
- Duties of the Chair (page 9)
- Statutory and legal responsibilities (page 10)
- Application process (page 11).

If you would like a spoken audio or large print version of this information email [emma@communitydance.org.uk](mailto:emma@communitydance.org.uk) or 'phone 0116 253 3453.

The closing date for applications is 5pm Monday 21 October 2019 with interviews taking place in November 2019 at the organisation's office in Leicester.

If you would like an informal discussion about the organisation or the position please contact our Executive Director, Chris Stenton on [chris@communitydance.org.uk](mailto:chris@communitydance.org.uk) / 0116 253 3453.

Current Board members are happy to be contacted to informally discuss their roles:

Dr Sara Houston – [sara.houston@roehampton.ac.uk](mailto:sara.houston@roehampton.ac.uk)

Paul Kaynes - [paul@ndcwales.co.uk](mailto:paul@ndcwales.co.uk)

Dr Ruth Pethybridge - [ruth.pethybridge@falmouth.ac.uk](mailto:ruth.pethybridge@falmouth.ac.uk)

Dr Gillie Kleiman - [gilliekleiman@gmail.com](mailto:gilliekleiman@gmail.com)

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## About us

People Dancing is the development organisation and membership body for community and participatory dance. Our **vision** is of a world where dance makes a positive difference. Our **mission** is to make engagement with dance important and relevant to individuals, communities and society.

We work across the UK and with partners internationally as a driving force in developing excellence in community and participatory dance practices. This raises standards, helps improve employability, contributes to increased diversity within the profession and enables new opportunities for people to experience dance in all its diversity.

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. 40 years on, this practice is established and continues to evolve. 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.

The **organisational values** of excellence, inclusion, collaboration and openness define how we work.

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.



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## Our work

Three strategic aims 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 to 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.

In practical terms, our work is delivered in three key ways:

- **Membership and services:** supporting a UK-wide and international membership of c.2,500
- **Innovation programmes:** strategically driving forward new developments in continuing professional development, and dance development in different contexts and communities
- **Alliances & partnerships:** with likeminded organisations in dance and wider participatory arts, with universities and training providers, and third sector bodies and networks.

We engage with both public-facing and profession-facing users:

- Dance artists and dance/arts organisations
- Participants and audiences
- Employers/commissioners of participatory dance artists
- Supporters, advocates and partners.

## History

The organisation began life in 1986 as the National Association of Dance and Mime Animateurs, created as a membership body by dance artists working in community dance who wanted an organisation to represent them and raise the profile of their work.

Over the last 33 years the organisation has kept this function at its core, whilst broadening its remit to include continuing professional development and strategic development of diverse and inclusive dance practices and opportunities. The organisation re-named as The Community Dance and Mime Foundation in 1989, Foundation for Community Dance in 1995, and People Dancing in 2014. We don't plan another name change any time soon!

Between 2011 and 2016, People Dancing led the UK-wide (outside London) Big Dance programme. In 2013 it was awarded the Queen's Diamond Jubilee Volunteering Award for Big Dance 2012, part of the London 2012 Festival.

## Legal status

People Dancing is the trading name of Foundation for Community Dance, a registered charity (no. 328392) and a non-profit making company limited by guarantee in England and Wales (no. 2415458). It is governed by its charitable objects - to advance public education in the arts of dance and other related arts – as contained in its Memorandum and Articles of Association.

## Finance

The organisation's annual income varies year-on-year but is generally £500,000 - £800,000 per year, occasionally more, depending on programme activity and fundraising. Our financial years run from 1 October – 31 September. Income for 2018/19 is £520,000 and breaks down as:

- 48% from earned income (£250,000)
- 36% from Arts Council England National Portfolio Organisation funding (£190,000)
- 9% from other public funders (£42,000)
- 7% from Trusts, Foundations, donations and partner contributions (£38,000).

The Company holds unrestricted reserves of £49,000. Planned annual budget transfers to increase the unrestricted reserves are currently being achieved.

## Board, committees & working groups

Current Board members are:

- **Dylan Quinn** (Artistic Director, Dylan Quinn Dance Theatre)
- **Dr Ruth Pethybridge** (Senior Lecturer, Dance, University of Falmouth)
- **Louise Marshall** (Producer)
- **Kate Marsh** (Independent Dance Practitioner)
- **Carolyn Lappin** (Executive Director, Y Dance)
- **Dr Gillie Kleiman** (Choreographer)
- **Paul Kaynes** (Chief Executive, National Dance Company Wales)
- **Dr Sara Houston, Chair** (Principal Lecturer, Department of Dance, University of Roehampton)
- **Anand Bhatt** (Producer, Aakash Odedra Company)
- **Helen Angove** (Head of Development and Partnerships for the DIME Group)
- **Pat Abraham, Chair, Finance and General Purposes Committee** (Arts Consultant).

The Finance and General Purposes (F&GP) Committee is a standing committee of the Board. It provides oversight of finance, fundraising and operations, and reports to the Board. Other working groups are occasionally established. These usually have a specific focus/purpose, are time-limited and report to either the Board or F&GP.

F&GP meets in person or virtually 3-4 times each year, generally prior to Board meetings. Working Groups meet as and when, usually virtually. Membership of F&GP and Working Groups is decided by the Board, and all Board members are entitled to participate.

## Staffing

The organisation's programmes and operations are managed by a small, busy team of full and part-time staff, working from an office base at LCB Depot in Leicester's cultural quarter.

The Executive Director works closely with the Board and heads up the Executive Team, comprising: Director of Development, Director of Engagement, Director of Learning and General Manager. In addition we have a Communications Development Manager, Membership Development Manager, Programme Coordinator, Programme Administrator, Company Administrator and freelance project staff including Director of the Dance for Parkinson's Partnership and communications development support.

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# Person specification for Board members and Chair

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 individuals who:

- Have strategic vision
- Are creative thinkers
- Bring sound, independent judgement
- Can offer specific expertise and knowledge in relevant fields
- Are not afraid to speak their mind
- Can act as a team player
- 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 Board members will contribute to the Board's commitment to:

- Ensuring the activities of the Board will be able to stand the test of scrutiny by the public, members, stakeholders, funders and other public or statutory bodies
- 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 public and statutory bodies.

## Access support, induction and training/development

People Dancing's Board draws members from across England, Northern Ireland, Scotland and Wales. It is preferable to meet in person, but we know that it's not always practical or possible. We are used to welcoming Board members to some of the meetings virtually and have video conferencing kit to enable this.

The organisation is committed to working inclusively. We try our very best to meet peoples' access needs to enable them to attend meetings and engage fully – from using accessible spaces, covering access support costs and additional child care costs, to pre-meeting conversations to help explain papers and the business of meetings. We reimburse travel and subsistence costs to Board members attending Board meetings or can arrange travel for you.

A comprehensive induction process is provided. There is also an optional Board Buddy system to pair new members with another Board member to assist with induction and orientation.

## Time commitment

The Board meets four times a year, usually alternating between Leicester and London. Meetings are over a full afternoon. Additional meetings are sometimes held, including away sessions and Board Retreats, to allow time to discuss policy areas or programme direction. As a guide, the time commitment involved is: 6-8 days per year for a Board member 10-12 days per year for the Chair, depending the needs of the organisation.

Board members are encouraged to engage with other Board members and the staff team in between meetings. Board members are invited to all People Dancing events. A complimentary ticket can often be provided, but travel expenses will not normally be reimbursed.

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## **Duties of Board members**

Board appointments are for a minimum of three years. Membership of the Board is subject to an annual rotation - of one third of the members - as specified in our governing document.

Therefore, the cycle of election/re-election will depend on the number of Directors at the time of each AGM. However, no individual may serve as a Director of People Dancing for more than six consecutive years.

### **Vision, policy and strategy**

- Set, maintain and review vision, purpose and values
- Safeguard the ethos, values, style, purpose and activities of the organisation
- Develop, review and renew strategy: together with the organisation's employees, develop long-term strategies and plans, in particular a Business Plan with which all Board members should be familiar
- Establish, monitor and review policies that govern organisational activity.

### **Creative**

- Approve People Dancing's programme of activities, being satisfied that policy and other agreed priorities, as well as financial projections, are reasonable and achievable
- Monitor creative activities and review their effectiveness.

### **Advocacy**

- Promote People Dancing, its activities and its needs, where possible, so as to enhance the Company's profile and assist with fundraising
- Act as a listening post in order to provide any information which may be of assistance to the Company
- Act as an enthusiastic ambassador for the Company at all times.

### **Management**

- Establish a cycle of meetings with appropriate papers
- Establish a system of communications and delegated decision-making so that urgent decisions can be made and acted upon between Board meetings within the powers allowed in our governing document and as specified in Company and Charity law
- Establish fixed-term working parties on specific issues, if required.

### **Attendance and availability**

- At quarterly Board meetings or any 'emergency' meetings, at all General Meetings and working groups / Committees as necessary
- At events by the company, if possible and practical
- To provide advice and support to the Executive staff, either by telephone or in person, if required.

### **Individual membership**

- All serving Board members agree to maintain a paid individual membership of People Dancing, at an appropriate level (for example, an Associate or Professional Individual membership).

### **Board recruitment and employment of staff**

- Recruit and induct new members, identify skills needed and development opportunities

- As the employer of staff, define and monitor employment policies, procedures and levels of pay that are comprehensive, fair and legal and that protect the organisation and those who work for it
- Recruit and support senior staff
- Respect the role of staff, creating policy to guide and support the activities of staff and that safeguards the interests of the organisation. Appropriate contact between Board members and staff outside of Board meetings is welcomed and encouraged.

### **Legal and financial**

- Comply with the Company's governing documents
- Ensuring that the organisation's activities are legal and fulfil legal accountabilities as required by law to the Charity Commission, Companies House, HMRC, and funders
- Maintain a Register of Interests, both on becoming a Board or Committee member and through regular updates about changes in circumstance
- Ensure the prudent financial management of the Company; exercise financial control and scrutinise quarterly statements of the financial position; discuss and decide on annual budgets and review and, if required, revise those budgets. To decide on and, if necessary, assist with applications to funding bodies. To approve the financial regulations on the advice of the Finance and General Purposes Committee
- Ensure the Company keeps proper accounts and that appropriate accounts are produced annually and submitted to Companies House, the Charity Commission and funding bodies
- Ensure the payment of all taxes due to HMRC
- Appoint bankers and cheque signatories and to make clear decisions about staff spending powers
- Ensure that the Company's assets are safeguarded, are well managed and maintained
- Ensure that the Company is properly insured.

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# Duties of Chair of the Board

The expectation is that the Chair undertakes to serve for a minimum of three years. The Duties of the Chair should be read in conjunction with the Duties of Board members, above.

## Board

- Leading the Board in giving clear strategic support to the executive in setting overall policy, defining goals and setting targets, and evaluating performance and progress
- Agree agendas, manage and run Board meetings effectively
- Work in conjunction with Vice Chair(s) and Committee Chairs
- Participate in working-groups as appropriate
- Regularly review the effectiveness of the Board and seek to identify areas for development. This may include annual reviews with Board members
- Act as Line Manager to the Executive Director and monitor his or her performance, including annual appraisal. In the event of a recruitment process, agree what this should be with the Board and lead this as appropriate/agreed.
- Act as a reference point on behalf of the Board for the Executive Director with regular meetings between Board meetings
- Represent the Board at external meetings including with funders, and publicly as appropriate
- Work with Board members and staff to plan Board development activities e.g. awaydays or facilitated training
- In addition to the statutory duties for all Board members and Trustees outlined below, the Chair should use any specific skills, knowledge or experience they have to help the board reach sound decisions. This will involve scrutinising board papers, leading discussions, leading on specialist issues, providing advice and guidance on new initiatives, coaching staff or other matters in which the Chair has special expertise
- Within the powers specified in the Memorandum and Articles of Association and in the relevant legislation, the Chair will carry responsibility for approving action which would normally require Board authorisation.

## Advocacy

- Reflect and promote the values of People Dancing
- Be an advocate and ambassador for the organisation and for the work it represents
- Support the Executive Team strategically in negotiations with funders and partners
- Ensure that relationships with funders are operated in an exemplary way to promote confidence in People Dancing as a custodian of public and other funds
- Actively engage with the organisation and its activities to help inform their leadership and advocacy role.

## Governance

It is the Board's responsibility to ensure People Dancing:

- Complies with its governing documents, charity law and any other relevant legislation or regulations, upholding the highest standards of integrity and probity
- Pursues its charitable objects as defined in its governing documents
- Prepares necessary annual accounts
- Applies its resources exclusively in pursuance of its charitable objects
- Is effectively and efficiently run, and financially sustainable
- Protects and manages the assets of the charity and ensure the proper investment of the charity's funds.

The Chair has an overarching responsibility to ensure that the Board recognises these duties.

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## Statutory and legal responsibilities

Board members fulfil two roles: as a Director of a Limited Company and as a Trustee of a registered company. These roles are slightly different, and there are responsibilities associated with each.

### **As a Director of a Limited Company these include to:**

- Manage the Company's affairs in accordance with its articles of association
- Register as a Member of the Company (which gives the right to attend and vote at General Meetings and allows individuals to stand for election to the Board of Directors)
- Ensure the Company operates within the law (The 1985 Companies Act, as amended in 1989 and later), including the filing of annual returns, and keeping of Company Registers
- Keeping up to date with regulation and where appropriate company law and best practice recommendations. The Board is not expected to be experts on everything, and advice should be sought internally and externally as needed
- Note that requirements of some funding bodies also place responsibilities on the Company's Directors
- Make clear any decisions made to delegate operational duties to staff. The ultimate responsibility for every aspect of the Company's operation lies with the Board members. It is therefore important that all Board members ensure that they understand the history of People Dancing and its current situation and keep abreast of other issues that might affect the Company
- Note that if the Company is not run within the limits of its financial resources, it is possible that Board members could be held personally liable for the Company's debts and disqualified from being a Company Director if they are not seen to have acted prudently. It is therefore essential that Directors are kept informed of the Company's financial position so that they can monitor the ongoing financial situation.

### **As a Trustee of a Charity these include to:**

- Act in the best interests of the charity and its beneficiaries
- Act together as a group rather than as individuals
- Receive assets from donors, safeguard them, apply them for a charitable purpose according to the wishes of the donor
- Take the big decisions about the future
- Ensure everything is legal and safe
- Support the Executive staff
- Ensure the work of the charity is carried out
- Ensure the Trustee Board is up to date and skilled
- Ensure documents and returns are filed with the Charity Commission
- Set aside personal interests, and not to benefit from the office as a Trustee, other than to the extent permitted by the governing documents
- Take legal responsibility for the organisation, exercise duty of care and take an active role in the governance of the organisation
- Not to put yourself in a position where your interests conflict with those of the charity
- Irrespective of the way in which a Trustee comes to be appointed, while acting as a charity Trustee his or her first duty is to the charity, putting other loyalties aside
- Keep informed about charity law.

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## Application process

If you would like to be considered as a Board member or as Chair of the Board of People Dancing, please send:

- Your CV
- A cover letter, or short film / video / sound recording, indicating which role you are applying for and setting out your interest in the role, areas of specialism that you could bring to the Board and examples of how you meet the requirements of the role
- Details of any business or other interests which might give rise to conflict of interest, and how you would address this should your application be successful.

Applications should be received by **5pm Monday 21 October 2019** and sent to:

Chris Stenton, Executive Director

By email: [chris@communitydance.org.uk](mailto:chris@communitydance.org.uk)

Or by post: People Dancing, LCB Depot, 31 Rutland Street, Leicester, LE1 1RE

We will consider applications for Chair first, aiming to then consider Board member applications once a new Chair has been appointed.

## Interviews & what next

Candidates will be invited to interview in November 2019, with decisions shortly after.

In the event of wanting to invite you to become a Director, we will ask you to provide details of a referee - being someone who has an authoritative and personal knowledge of your achievements.

New Board members will be invited to attend the Board meeting in January 2020 as part of their induction process, prior to formally joining the Board at the AGM being held on the same day. An appropriate induction process will be agreed separately with the appointed Chair of the Board.

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**People Dancing** is the trading name of the Foundation for Community Dance  
**Registered Charity no. 328392. Company limited by guarantee** registered in England and Wales no. 2415458. **VAT no. 109056137**

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