



People Dancing

the foundation for
community dance



Chair of the Board Recruitment Pack

April 2021

www.communitydance.org.uk

People Dancing

A catalyst for change, People Dancing champions community development and wellbeing driven by artform, artists and communities who 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.

Equality and inclusion are enshrined in People Dancing's vision, purpose, objectives and practices. This has guided our work for 35 years – initially with a focus on 'access', evolving to a sophisticated and active commitment to equality, equity and diversity. There is still much more work to be done, organisationally and within the broader profession.

In the last year People Dancing has stepped up to support the freelancers who are the backbone of participatory dance in and with communities everywhere. During this time innovative ways of enabling people to participate, championed by the dance workforce have shone through. This has been our fuel for 2021, supercharging plans that include significant programmes and networks to support professional development, extend reach and add value for the profession and the communities we all serve. We are based in Leicester and work across England, the UK and internationally.

In our leadership role we promote improved access and increased participation in dance in arts, wellbeing and community development contexts. We work strategically in partnerships and with a growing network of members, reaching over 4,500 dancers, teaching artists and

community practitioners annually. Our work contributes to the pipeline of emerging and established talent, nurturing creative dance skills and approaches to equality and inclusion, and socially engaged dance practices. Our programmes are accessed world-wide.

The Board and staff are propelling People Dancing forwards into its next phase of development...

Come and join us!

Our work

People Dancing has 35 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. Community, participatory and socially engaged dance practices are embedded in our organisation's work - underpinned by a passionate belief that dance is for everyone.

Four **values** define 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 Membership schemes provide tailor-made support for a network of 2,500 individual and organisational members across the UK and internationally. Professional development and events reach 4,500 dancers, teaching artists and community practitioners each year. To this we bring particular expertise in inclusive practice, professional development and critical debate - to drive forward quality in practice and provision. Some forthcoming highlights include:

Perspectives on Practice - diverse artist-led events and learning opportunities, discussion and debate, networks and spaces to gather, (re)connect and share, online throughout 2021

Live Well & Dance - including a four-year project to increase opportunities for people living with Parkinson's to dance with a £475,000 grant from National Lottery Community Fund

Artist Networks - for dancers, teaching artists and community practitioners including networks focused on dance in early years, disabled artists and inclusive practice, health and wellbeing

Voice & Presence - organisational change and targeted activities to connect with and better serve Global Majority artists

Digital and publishing - a new website to be launched Summer 2021 packed full of information, resources and blogs

Participatory Arts Qualifications (PAQ) - development of a new Awarding Body for vocational qualifications on the national qualifications framework.

The Opportunity

People Dancing is looking for a new Chair with the drive and experience to lead the Board and the future strategic development of the organisation.

We are looking for a Chair who shares our passion for the arts and who will champion and advocate for our work to achieve a more inclusive dance sector. As we enter our 35th year, this is an outstanding opportunity to join a successful and internationally respected organisation at a critical time for dance and dancers, teaching artists, community practitioners and arts organisations, and for the people and communities who dance.

The Chair will excel in building relationships, enjoy advocacy and be determined to make a difference to the people, organisations and communities the organisation exists to serve. They will have knowledge of change-making and will be excited by the possibilities of what dance and dancing offers for new ways of living and healthy communities – how we can all live well and dance.

The Chair will work closely with the Executive Team and Board members to put in place strategies and exceptional programmes that make demonstrable and positive impact, contributing to the bigger picture for participatory dance and arts in the UK and beyond. They will be brilliantly supported by an active and engaged Board, including three vice-Chairs who take the lead on financial and governance matters, and a skilled staff team.

Our outgoing Chair, Dr Scilla Dyke MBE recently retired from the Board to become a Patron of the organisation. We anticipate that our new Chair will serve an initial term of three years, ideally taking up the role from Autumn 2021.

The Chair can be based anywhere in the UK, ideally bringing knowledge of the working environment for Arts Council England-funded organisations.

In common with all our Board members, the Chair will undertake the dual role of Director of a Company Limited by Guarantee and Trustee of a Registered Charity. The legal name of our organisation is Foundation for Community Dance; People Dancing is our trading name.

We strive to be an inclusive organisation. We recognise the positive values of diversity, promote equality and challenge all forms of discrimination. We actively welcome and encourage people of all backgrounds to apply for this role. We particularly welcome applications from people who identify as D/deaf, disabled and/or neurodivergent people, people of Global Majority Black heritage and people of South, East and South East Asian heritage and people who are ethnically diverse and/or with lived experience of racism, ableism, sexism or genderism, or who experience socio-economic disadvantage. People Dancing is a Disability Confident Employer.

This pack is available as audio on our [website](https://www.communitydance.org.uk/DB/jobs/chair-of-the-board-3) at <https://www.communitydance.org.uk/DB/jobs/chair-of-the-board-3>

If you require other formats please email Stephanie Clark, Company Administrator stephanie@communitydance.org.uk or 'phone 0116 253 3453.

What to expect

"As outgoing Chair I have been deeply invested in the development, success and health and wellbeing of People Dancing and over the past year have been impressed by how the organisation has navigated a constantly evolving landscape with creativity and agility. The Board's role has been to ensure services to members, advocacy work and developing the artform and practice continue whilst maintaining a dynamic balance with keeping the organisation legally and financially secure.

I have greatly enjoyed working with the Executive Director and expert fellow Trustees to ensure People Dancing can continue its work as a progressive driving force. I endorse the clarity and shared ambition of the Executive Team and Board to realise the potential for community dance nationally and internationally at a time when physical and mental health, resilience and creative connection between people are more important than ever.

The start of Arts Council England's 10 year Let's Create Strategy feels a good time to hand over to a new Chair who can build on these achievements to take People Dancing forward. It has been a privilege to be a part of the journey People Dancing is on – there is still so much to be done and this is a challenging and genuinely exciting time to join. You will be well supported by the Executive team and a dynamic, diverse, intergenerational and loyal group of Trustees."

Scilla Dyke MBE, Outgoing Chair & Patron

"Being a member of the Board of People Dancing has been a hugely positive experience for me. The opportunity to work with such a committed, inspiring group of individuals is invaluable and I have learned so much about the broad sweep of community participatory dance that exists across the UK. People Dancing is the leading development organisation for inclusive dance in the UK, and it is a privilege to be a small part of this amazing organisation."

**Carolyn Lappin, vice-Chair and Executive Director,
YDance (Scottish Youth Dance)
(Board member since 2018)**

"Joining the board of People Dancing has been a great opportunity. As a dance artist and educator, it has been amazing to further understand the vast array of participatory dance, professional development and specialist programmes that People Dancing offer. It's a great honour to work with an organisation whose objectives align with my personal values alongside such passionate and enthusiastic board members."

**Iona Waite, Board Member and Education Officer, ACE
Dance and Music (Board member since 2020)**

"The Board of People Dancing is an extraordinary group of people: there are specialists from many fields of knowledge. It includes academics who share their knowledge generously as well as people who lead participatory dance practice themselves in artistic and operational roles. There are leaders at all levels of cultural organisations. Every corner of the UK is represented. Inclusion and diversity lie at the heart of our mission, informing our values, approach and planning. It's a truly humbling and nurturing Board to be a part of, as our new Chair will quickly discover."

**Paul Kaynes, vice-Chair and CEO National Dance
Company Wales (Board member since 2017)**

Our Current Board members:

Anand Bhatt (Chief Executive and Artistic Director, Dance City)

Carolyn Lappin (Executive Director, Y Dance) – vice-Chair

Catherine Young (Artistic Director, Dawns i Bawb)

Dylan Quinn (Artistic Director, Dylan Quinn Dance Theatre) – vice-Chair

Gillie Kleiman (Choreographer and Lecturer)

Iona Waite (Education Officer, ACE Dance and Music)

Kate Marsh (Independent Dance Practitioner)

Louise Marshall (Producer, Dance and Accessible Arts Projects, Eden Court)

Paul Kaynes (Chief Executive, National Dance Company Wales) – vice-Chair

Ruby Wolk (Ballet Senior Manager, Learning and Participation, Royal Opera House)

Ruth Pethybridge (Senior Lecturer, Dance, University of Falmouth).

People Dancing's Board members come from across the UK and all four Nations. There are four formal Board meetings each year with at least two held in person, when possible, in either Leicester or London. Meetings generally take place in

the afternoons. Additional meetings are sometimes held, including away-day sessions, to allow time to discuss policy areas or programme direction. We have been successfully holding board meetings with full or partial virtual attendance for several years.

The Chair will have regular contact with the Executive Director (who is CEO) and vice-Chairs in between Board meetings, in-person or virtually and may occasionally attend external meetings or events. The time commitment involved is circa.18 days per year depending on the needs of the organisation. All Board members are encouraged to engage with the organisation's activities and events.

The expectation is that the Chair undertakes to serve for a minimum of three years, with the opportunity to renew for up to a further three years by agreement.

The organisation is committed to working inclusively. We aim to meet Board members' access needs to enable them to engage fully – from using accessible spaces, covering access support costs and additional child-care costs, to pre-meeting conversations. We reimburse costs of travel and subsistence, or organise travel arrangements, for attending Board and other meetings.

Foundation for Community Dance, trading as People Dancing, is a National Portfolio Organisation (NPO) of Arts Council England. Annual turnover is generally £500,000 - £800,000 depending on programme activity and fundraising. Revenue includes a mixture of grants and considerable earned income (52% of turnover 2019/20, pre-pandemic). The organisation is supported by the Culture Recovery Fund in 2020/21 and holds adequate unrestricted reserves. We have a track record of successful fundraising and income generation at a variety of scales.

The organisation was formed in 1986 as the National Association of Dance and Mime Animateurs by dance artists working in community contexts who wanted greater representation and support for their work. This aim has remained at the organisation's core for 35 years, whilst the remit has extended to include continuing professional development and strategic development of diverse and inclusive dance practices and opportunities.

The organisation was renamed Community Dance and Mime Foundation in 1989, as the Foundation for Community Dance in 1995, and as People Dancing in 2014. We don't plan another name change anytime 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. The touring exhibition of our project 11 Million Reasons to Dance - striking and playful images profiling disabled people who dance - had been seen by over 500,000+ people worldwide by 2020. People Dancing is a founding member of ArtWorks Alliance and Voluntary Arts and is a strategic Alliance member of the Culture Health and Wellbeing Alliance.

Description of the role

People Dancing's Chair will have a national outlook, celebrate internationalism and inclusivity and have a passion for dance and all its possibilities. As a proud champion and advocate for our work they will amplify our vision and activities and their leadership will create the context for the Executive Team to achieve their goals.

The Chair will lead board meetings effectively and inclusively to enable board members to make sound decisions. They will ensure the Board meets its statutory and fiduciary responsibilities for effective governance, financial stability, reporting and accountability as detailed on the next page. The Chair will set the tone for board communication, creating a culture of collaboration and transparent decision making where Trustees can thrive and make informed, ambitious and strategic decisions. With Trustees and staff, they will lead succession planning and Board development including awaydays and training. The Chair will periodically review meeting practices to ensure there is open communication, effective agenda setting and decision making.

The Board has a Finance and Governance Committee which the Chair is invited to attend, and other time-limited Working Groups as required by business need.

Externally the Chair will amplify key messages and articulate the value and relevance of People Dancing. The Chair will ensure that relationships with funders are maintained in an exemplary way to promote confidence in People Dancing as a custodian of public and other funds.

The Chair will lead the Board in giving clear strategic support to the Executive Team, setting overall policy, defining goals and setting targets, and evaluating performance and progress. They will line manage the Executive Director (CEO) and lead an annual appraisal process.

The Chair will be able to commit the time required by the role (circa. 18 days per year).

Skills, knowledge, experiences and attributes

The Chair will have a facilitative and inclusive leadership style characterised by empathy, compassion, care and clarity and will demonstrate these values in their interactions with Board members, staff and the people we work with. They will excel in building relationships and have a clear commitment to equality, equity and inclusion reflecting the values and ethos of People Dancing. The Chair will draw on their experience of the arts, not-for-profit, charity or public sectors to bring sound judgement, ambition, optimism and energy to the role.

Essential

- Experience and/or knowledge of community, participatory or socially engaged arts/dance
- Experience as a Trustee, vice-Chair or Chair of a charity or other not-for-profit (e.g. arts, health, local authority, community development, education)
- Sound understanding of governance, reporting and accountability

- Ability to support, guide, challenge and embolden the Executive Director (CEO) and Executive Team to deliver the mission
- Ability to lead strategic development, manage change and enable collaborative approaches
- A persuasive advocate and champion
- Knowledge of Arts Council England or similar scale national funders.

Desirable

- Financial experience, including organisations with mixed income models
- Experience or knowledge of freelancing and micro/small businesses.

“Our new Chair will be instrumental in bringing strategic vision and steer to our direction of travel, together with the advocacy and relationship-building skills that underline our belief in people at the centre and art at the front of what we do. I'm looking forward to working with someone excited about the possibilities of making meaningful change to help create a dance ecology fit for the future and inclusive of all.”

Chris Stenton, Executive Director

All Board members, including the Chair, fulfil two roles: as a Director of a Limited Company and as a Trustee of a registered charity, and the different responsibilities associated with each. 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. It is governed by its charitable objects - to advance public education in the arts of dance and other related arts – as contained in its governing documents.

The organisation wholly owns Participatory Arts Qualifications (PAQ), a legally separate subsidiary company with its own Board, newly established for the purpose of awarding qualifications on the national qualifications framework, subject to approval by Ofqual. This work is in development.

The Chair has an overarching responsibility to support the Board to recognise and act on its responsibility for Governance, ensuring it:

- 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 charity's assets and ensures the proper investment of funds.

How to apply

To apply, please send the following information by email (chair@communitydance.org.uk):

- An expression of interest, in writing of no more than three pages of typed A4 (12-point font size) or as a video or sound recording of up to ten minutes duration (MP3/MP4 and sent to us using We Transfer), which details: your interest in the role, your reasons for applying, highlights your skills, knowledge, experience and attributes in relation to the list on page 9, and how you would champion People Dancing and the practices it represents.
- Your CV
- Your availability to attend an interview on 24 or 25 June 2021
- A completed Equal Opportunities form - available to complete and submit online anonymously at <https://bit.ly/3xq0Hb1>

We invite applications by 12 noon on Monday 7 June 2021. Applications received after this date will not be considered.

If you would like a confidential, informal conversation about this opportunity with no obligation, please contact our recruitment consultant Theresa Beattie by email (theresa.beattie1@gmail.com).

Shortlisted candidates will be invited to interview with a small group of Board members and the Executive Director on either 24 or 25 June, with a view to taking up the role from October 2021.

Web: www.communitydance.org.uk

Telephone: 0116 253 3453

Mail: LCB Depot, 31 Rutland Street, Leicester, LE1 1RE

Twitter: @PeopleDancingUK

Instagram: @people_dancing_uk

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