

CHAIR OF THE BOARD

RECRUITMENT PACK

February 2020



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**JERWOOD
DANCEHOUSE
IPSWICH**

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Welcome

After ten years serving on the Board of DanceEast and six years as Chair, it is time for me to step down.

Over my time, thanks to Chief Executive Brendan Keaney and his team, the business has been transformed. The Jerwood DanceHouse is now ten years old and is today one of the most iconic cultural attractions in the East of England.

DanceEast has developed a dynamic and diverse creative programme and is recognised as one of the leading presenters and commissioners of dance in the UK – frequently hosting national and world premieres. It regularly features the work of the UK's leading dance artists - including Shobana Jeyasingh, Akram Khan, Hofesh Shechter and Jasmin Vardimon, to name but a few.

The organisation is also home to the East of England Centre for Advanced Training, which nurtures talented young people aged 10 to 18, supporting them in building a career in dance. In 2018, working in partnership with the University of Suffolk, we launched the first two-year Dance degree course in the UK. DanceEast is also particularly proud of its biennial Rural Retreat - an internationally renowned think tank for dance. All of this is delivered in tandem with a busy outreach programme for schools and communities and an accessible range of classes and workshops, bringing great dance within everyone's reach.

It has been a pleasure to be part of this journey over the last ten years. There is, however, still much to be done. As we reach midpoint in the current Arts Council England (ACE) funding cycle and the start of new ten year ACE strategy, this seems like the right moment to hand over the baton to a new Chair, who will build on these achievements and take this very special organisation forward to the next phase.

I wish them the very best of luck!

Anthony Hilton
Chair of the Board



*The Little Match Girl by Open Heart Productions
Originally commissioned by DanceEast*

***"The result is a gem"
"wonderfully inventive and poignant "***

★★★★★ The Observer - Luke Jennings

Introduction

'Yet another premiere for the DanceHouse, quite the hub of contemporary dance these days.'

The Guardian, October 2019

DanceEast has grown from a small project-based enterprise, to become one of the most significant forces in dance, in and beyond the United Kingdom.

The organisation was founded in 1983 as Suffolk Dance and very quickly established a reputation as one of the UK's most important dance development agencies. Initially, it was applauded for the high quality of its participation programme and its success at engaging the public in dance. In 1994, it was awarded National Dance Agency status by the Arts Council of England - one of just eight organisations across the country that were identified as being the new national infrastructure for dance.

In 2000 Suffolk Dance was rebranded as DanceEast; an acknowledgement that its remit and reach had stretched across the county boundaries and throughout the East of England. This was followed in 2008 by DanceEast being invited to host the East of England Centre for Advanced Training - to ensure that gifted and talented young people in the East had access to the highest quality pre-vocational dance training.



David Parry photography

Possibly DanceEast's most significant achievement has been building a home for dance in the East of England, creating a world class facility for dance artists and the general public. The Jerwood DanceHouse was opened in 2009 and has placed dance at the heart of local and regional cultural strategies - demonstrating the power of cultural institutions in recreating places and communities, stimulating local pride and economic growth.

Throughout this period of extraordinary organisational development and growth, DanceEast has produced and presented a world class artistic programme which has included the producing, commissioning and programming of some of the most exciting contemporary dance artists working in the UK. In tandem, it has delivered an ambitious engagement programme with pioneering projects in health, education and the wider community.

Since opening the doors to the Jerwood DanceHouse, DanceEast has commissioned 128 artists to create new work, presented 47 premieres, engaged over 232,000 young people with great dance and attracted audiences of 489,639. In 2019 alone, performances presented at DanceEast received 39 mentions in the quality national press - all of this in a small town in Suffolk with a population of 147,000. Today, DanceEast is part of the Arts Council England's National Portfolio, it has an annual turnover of approximately £1,800,000. The Jerwood DanceHouse comprises 4 dance studios; a studio theatre; offices and meeting rooms; and a café. DanceEast has a staff team of 45 full-time and part-time staff, including a number of core tutors.

Ipswich and Beyond

Ipswich is the fastest growing urban centre in the East of England with a population of approximately 300,000 living in its "travel to work" area. Major employers include the expanding Port of Felixstowe, the international BT Business and Research Centre, a growing tech cluster and a number of finance and service sector businesses.

It has an increasingly diverse population, 17% of residents are from non-white ethnicities and it is estimated 70 languages are spoken across the town. This demographic mix is not reflected across Suffolk, which has a lower than the national average BAME population.

Regeneration is taking place in many parts of the town, and the Jerwood DanceHouse is a key part of the vision for the future of Ipswich, particularly along the regenerated Waterfront. University Campus Suffolk opened its new building on the Waterfront in 2007 and achieved full independent university status in 2016, becoming the University of Suffolk. Suffolk New College has also developed a new campus near the Waterfront, including a new Sixth Form Centre.

Most positively Ipswich has an emerging cultural cluster of internationally renowned companies at the vanguard of performance practice. They add a new dimension to the profile and quality of the local artistic offer, with opportunities to collectively reinvent the image of Ipswich. DanceEast, Eastern Angles, Gecko, New Wolsey Theatre, Pacitti Company and Red Rose Chain are working together under the banner 'We Are Ipswich', exploring joint marketing, complementary programming and resource sharing.

To remain a credible industry leader, DanceEast must demonstrate that it is a critical part of this bigger story. Local investors want a stake in nationally and internationally significant ventures. The prize for DanceEast is to remain and be acknowledged as being at the forefront of innovation in artistic practice and leading the national debate about cultivating loyal and dance literate audiences.

Further information about DanceEast can be found at: www.danceeast.co.uk

Vision & Mission

DanceEast is the home of dance in the East of England

Its Vision

Is to realise the power of dance to transform lives and transcend cultural borders.

Its Mission

Is to remain at the vanguard of artistic, participatory and educational practice in dance. To provide extraordinary dance performances, life-affirming participatory opportunities for all and a world-class environment for artists at all stages of their careers.

Its Aims and Key Tenets are

- To further develop DanceEast as an agency for innovation and build the profile of the Jerwood DanceHouse as a world-class destination
- To celebrate the diversity of people and place - from our most local community to the regional, national and international context
- To be a beacon of best practice, working in partnership locally, regionally, nationally and internationally
- To offer a coherent programme of activity providing a diversity of dance opportunity and paths for progression, for people of all ages, backgrounds and abilities
- To raise aspirations and DanceEast's responsibility to the social and economic wellbeing of the East of England
- To be a model recipient of investment - striving for excellence in programme content, service delivery, business management, fiscal control, governance and environmental sustainability

DanceEast's creative team was restructured to ensure that the previously separate programme areas were united under the umbrella of one seamless Creative Programme. The ambition was to ensure that there was a single artistic thread that united the organisation's offer. DanceEast believes that a holistic programme that delivers authentic community engagement, in conjunction with a commitment to excellence, can deliver a unique dividend that far exceeds the sum of its separate parts.



*DanceEast Centre for Advanced Training
Rachel Cherry photography*

Governance

DanceEast is a company limited by guarantee (03463592) and a registered charity (01066825), established under a Memorandum of Association which sets out its objects and powers. DanceEast is governed by a Board of Trustees which embraces the appropriate range of skills and expertise in political acumen; legal and fiscal frameworks; financial, business and building strategy and management; and dance. We are also currently seeking new board members with particular skills in digital; marketing and communications; the formal education sector; and health and wellbeing.

The Board's fundamental responsibility is to fulfil the objectives of the Memorandum of Association, a copy of which is available on request. The Board's governance is strategic, interrogative, engages in healthy debate and enabled to make big decisions wisely. The Board articulates DanceEast's vision and values and sets the strategic framework for the fulfilment of its constitutional objectives in collaboration with the Artistic Director & Chief Executive and Senior Management Team. The Board ensure appropriate legal, fiscal and other policies and procedures are in place and enacted.

The Board meets as a full body at least four times per calendar year to monitor progress and agree strategies. The Board receive reports that cover each area of Senior Managers' areas of responsibility, management accounts and other documentation as relevant. The Board is supported by the Finance & Development Sub-Committee which is chaired by a member of the Board; and establishes temporary Sub-Committees to support specific tasks. Representatives of Arts Council England, Suffolk County Council and Ipswich Borough Council have the right to attend full Board meetings as observers, and Sub-Committees as relevant and agreed with the organisation.

The Board is engaged and proactive, demonstrated through a high level of attendance at meetings and willingness to take on additional responsibilities; supporting DanceEast's programme of activities by attending events, and their deployment of their expertise and contacts in the best interests of DanceEast. Recently, a Board member took on the role as Diversity Champion tasked with advocating diversity across the organisation.



*DanceEast Open House, September 2019
Rachel Cherry photography*

Management

DanceEast is fortunate in having a staff team that is passionate about the organisation, alert to new opportunities and eager to engage with new priorities and ways of working. The two most senior roles have been recruited during the organisation's tenure of the Jerwood DanceHouse.

The Artistic Director & Chief Executive is responsible for balancing artistic and business direction and needs, advocacy and external relationships, and reporting to the Board and key funders. The Artistic Director & Chief Executive leads the connected Creative, Operations and Relationships teams, with the senior managers of each team forming the Senior Management Team.

The Creative Team is the heart of the organisation, devising and delivering the artistic programme. Encompassing performance programming, community engagement, artist support and participation, DanceEast fully exploits the expertise of visiting companies and Associate Artists, delivers added value across all the programme areas and guarantees the organisation has a strong sense of common purpose and is collectively working to deliver one shared artistic vision.

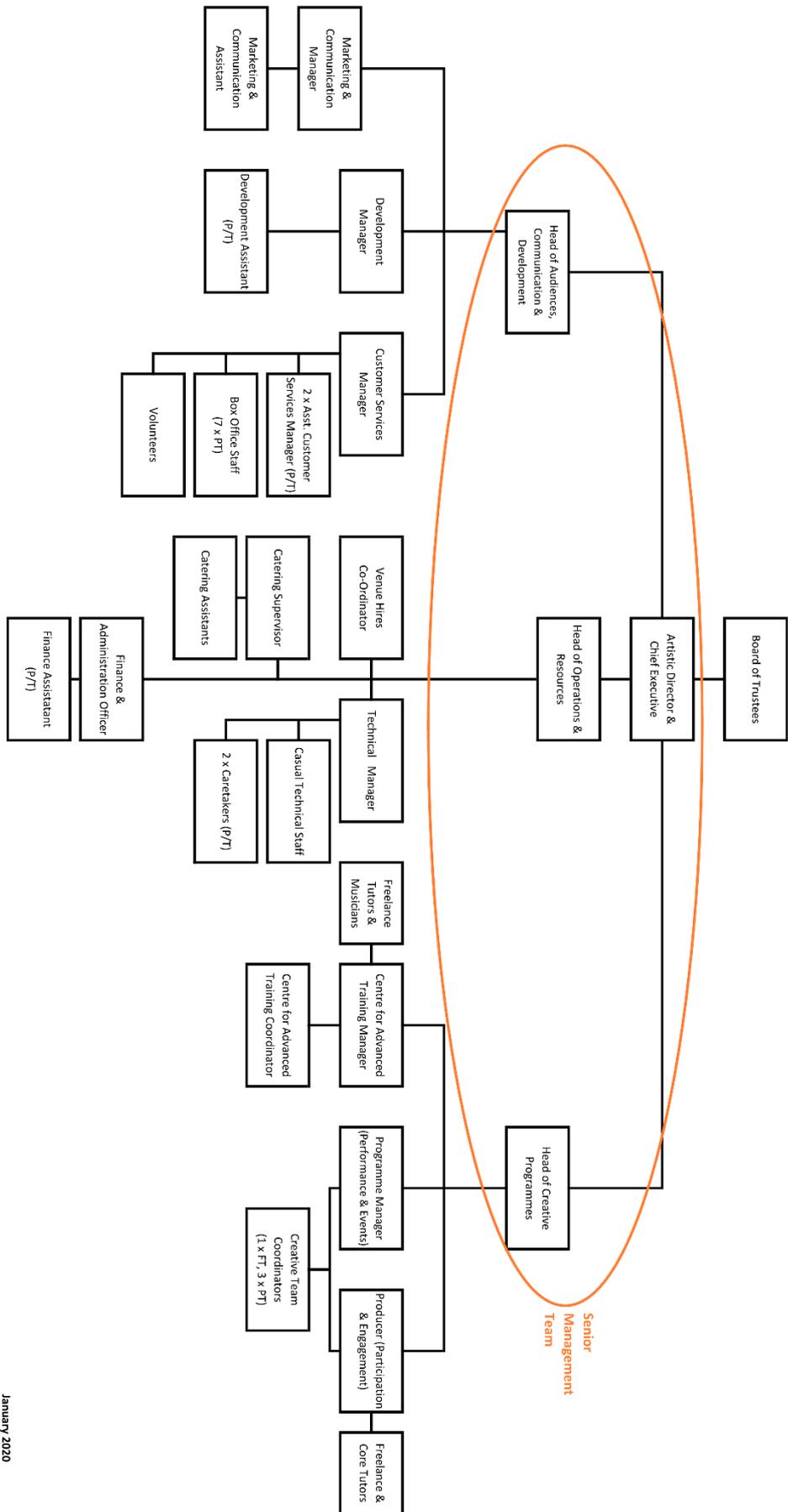
Operations are responsible for general administration, building management, legal compliance & governance, finance and human resources. As the organisation seeks to improve financial resilience, Operations will employ a range of systems to increase efficiency, increase capacity & earned income, and improve the performance of the organisation.

The Audiences, Communications and Development team draws together communications, customer services and development functions, and goes further to promote the twin focus of cultivating a new and culturally diverse audience and translating existing customers into dance connoisseurs.

DanceEast is committed to creating a stimulating and supportive working environment based on mutual respect and trust, where equality of opportunity is offered to all employees.

An organisational chart, detailing relationships follows.

Organisational Structure



January 2020

Finances

DanceEast is fortunate to regularly receive revenue funding from its key funders - Arts Council England, Suffolk County Council and Ipswich Borough Council. DanceEast is also able to access project funding from both the county and borough councils.

DanceEast maintains an extremely positive relationship with Suffolk County Council and Ipswich Borough Council, who understand the importance of a strong cultural offer in making Suffolk a place to live and work. Both recognise the economic impact of the Arts.

Public funding is also received from the Department for Education through means-tested grants to young people selected to join the DanceEast Centre for Advanced Training in dance. The majority of this funding is expended on the direct provision of training, education and enhancement activity, although the activity makes a small contribution to DanceEast for the use of space.

Earned income is generated from artistic activity - including performances, classes, workshops and trading activities. Trading income stems from a trading subsidiary operating the café, external hires of the Jerwood DanceHouse facilities, and rental income from office accommodation. The critical challenge over the coming years will be balancing the imperative to increase earned income, whilst achieving the highest artistic standards.



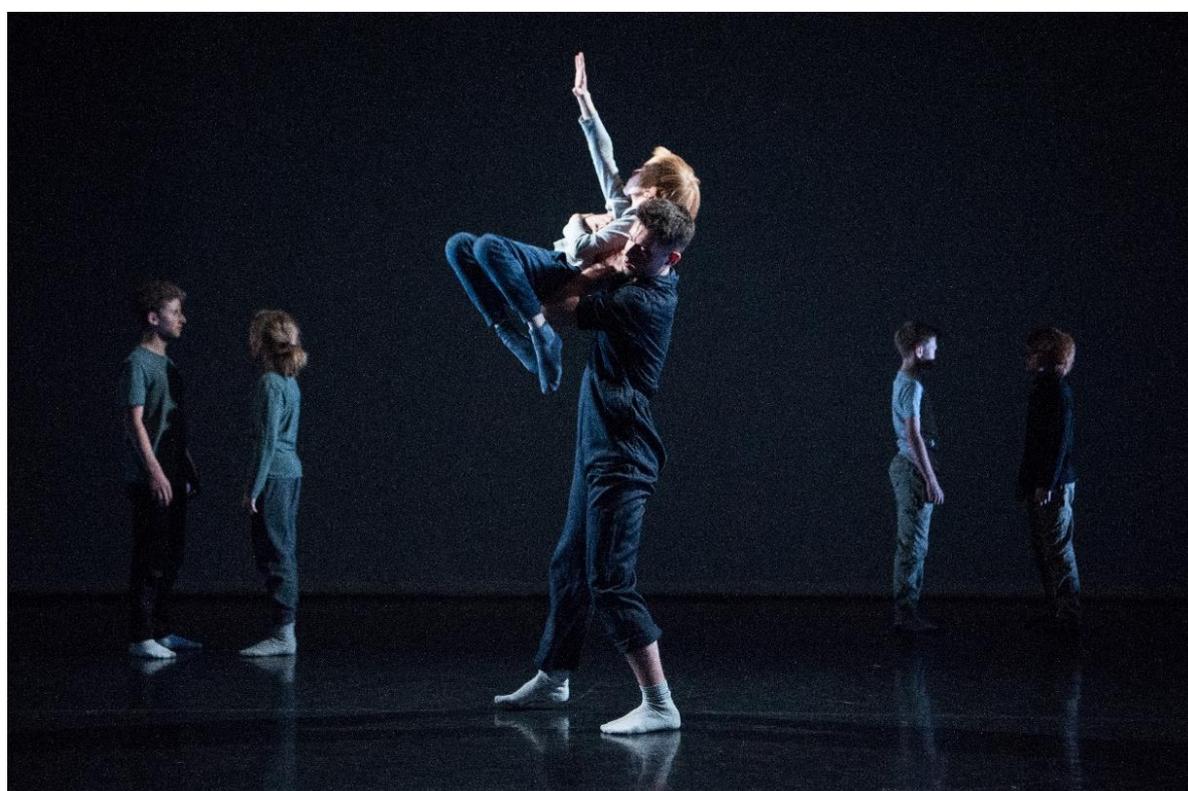
*Host, February 2019
Rachel Cherry photography*

Recognising that DanceEast needed to change its approach to fundraising, it is in the process of embedding fundraising across the organisation to transform its culture, approach, and fundraising functions to increase philanthropic revenue income.

DanceEast also benefits from grants from trusts and foundations. Support is also received from local business through preferential rates for accommodation and sponsorship. DanceEast is also supported by Friends, Best Friends, Patrons and many individual donors

DanceEast has stabilised its financial operations, delivering a modest surplus for the last seven years and has now reached a satisfactory level of unrestricted reserves (circa £300,000). Whilst the organisation continues to be heavily reliant on public funding, increasing the percentage of earned and contributed income will remain a priority. A designated fund for future replacement of fixed assets has been established over the past few years (circa £53,000).

Audited consolidated financial statements for the year ended 31 March 2019 show a total income of £1,800,530. This resulted in an unrestricted surplus, after gross transfer of funds, of £2,288 for the year. This transfer of funds included an allocation of £33,000 to the designated fund for future replacement of fixed assets.



*Boys United, performance company
Chris Nash photography*

Role Description

Location:	Ipswich, Suffolk
Time Commitment:	Four main Board meetings per year, normally lasting 2 hours One awayday is usually held per year The Chair is also expected to have meetings with the Artistic Director & Chief Executive Additional time may be required for subgroup committee meetings and engagement with the leadership team on specific ideas and projects All Trustees are encouraged to engage with DanceEast's work, including attendance at performances and events
Remuneration:	The role of Chair of the Board is voluntary
Term:	Three years, although all trustees may stand for re-election for a further term
Objective:	To hold the Board and Executive Team to account for the DanceEast's vision and mission; providing inclusive leadership to the Board of Trustees; and ensuring that each trustee fulfils their duties and responsibilities for effective governance

Principal responsibilities

Strategic leadership

- Provide leadership to DanceEast and its Board, ensuring that Trustees fulfil their duties and responsibilities for effective governance
- Ensure that the Board operates within its charitable objectives, and fulfils its duties to ensure DanceEast's sound financial health
- Ensure that the Board is able to regularly review major risks and opportunities
- Commitment to contribute to the company according to individual means and to encourage the Board of Trustees to fully engage with fundraising efforts

Governance

- Ensure that the governance arrangements are working in the most effective way
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern the charity
- Work within any agreed policies adopted by the charity and stay abreast of policy change within the charitable sector
- Lead a review of the performance of the Board of Trustees (including the Chair) the Artistic Director & Chief Executive once per year

External Relations

- Act as a brand ambassador for the charity and act as a spokesperson for the organisation when appropriate
- Represent the charity at external functions, meetings and events

Efficiency and Effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Ensure that there is a comprehensive induction programme for new trustees, supported by the Executive Team and address the development needs of the board as a whole with a view to enhancing its effectiveness
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of DanceEast and that the Board takes collective ownership
- Work closely with the Executive Team to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
- Ensure that trustees are given sufficient time to consider critical issues and realistic deadlines for decision-making and monitor that decisions taken at meetings are implemented.

Relationship with the Executive Team

- In collaboration with the Board of Trustees and Executive Team, lead on the setting and reviewing of the Charity's strategic vision, mission and objectives
- Establish and build a strong, effective and a constructive working relationship with the Executive Team, ensuring they are held to account for achieving agreed strategic objectives

Commitment

- The Chair is expected to commit sufficient time to conduct the role comprehensively, including travel and attending events and performances, and email correspondence and phone calls between meetings. It is estimated that on average this will equate, in total, to one day per month.

Personal Attributes

Personal Qualities

- Enthusiasm for and commitment to DanceEast, its core values and strategic objectives
- Knowledge of the sphere in which DanceEast operates and the arts in general
- Leadership skills appropriate to lead a significant national organisation, including the ability to motivate staff and volunteers
- Ability to foster and promote a collaborative team environment
- A national profile with strong inter-personal and relationship building abilities
- Comfortable in an ambassadorial role
- Strong networking capabilities that can be utilised for the benefit of DanceEast
- Understanding of and commitment to diversity in all its forms

Experience, Knowledge and Skills

- Experience of operating at a senior strategic leadership level within an organisation, company or public body
- Successful track record of achievement
- Experience of resource acquisition to enable DanceEast to achieve its vision and mission
- Experience of external representation, delivering presentations and managing diverse stakeholders
- Experience of charity governance and working with or as part of a Board of Trustees
- Significant experience of chairing meetings and events
- Financial management expertise
- Broad understanding of charity finance and governance issues



*The Little Prince by Protein Dance
Originally commissioned by DanceEast*

Application Process

If you would like an informal discussion about the role with Anthony Hilton (Chair of the Board) or Brendan Keaney (Artistic Director & Chief Executive) before applying, please contact Bill Armitage (Head of Operations & Resources) on 01473 295230 or at bill.armitage@danceeast.co.uk to arrange a mutually convenient time for a telephone conversation.

To apply please send a letter outlining your interest in joining the DanceEast Board and the specific skills and experience you have that are relevant to the role of Chair, along with your current CV. Ideally these should be submitted by email to HR@danceeast.co.uk; or sent by post to Bill Armitage, Head of Operations & Resources, Jerwood DanceHouse, Foundry Lane, Ipswich IP4 1DW, marked "Private and Confidential".

DanceEast is an Equal Opportunities Employer and has a Diversity & Equality Plan aimed at improving the diversity of its workforce. To ensure the effectiveness of the policy and to assist in its development you are asked to complete the Equal Opportunities Monitoring Form, which will be treated as confidential and used for statistical purposes only. The form will be separated from your application and remain anonymous, before your application is reviewed by the selection panel.

The deadline for applications is Monday 30 March 2020.

Applications will be considered by a panel of trustees, with suitable candidates invited to an informal meet and greet on 18 April 2020 to meet the existing Chair, Board members and staff to find out more about DanceEast and our work. Shortlisted candidates will then be invited to a one-to-one meeting/interview.

If you have a disability and need any reasonable adjustments to be made for you to be able to participate in the selection process, please contact us as soon as possible so we can accommodate your needs.

DanceEast is committed to equality of opportunity in all its practices and is committed as far as possible to achieving and maintaining a workforce that broadly reflects the local community within which we operate. We are therefore particularly interested in hearing from candidates from underrepresented groups.

Cover photo: Scottish Dance Theatre by Brian Hartley



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