

Candoco Dance Company
Co-Chair & Trustee Recruitment Pack, May 2020

Candoco is currently seeking to appoint a Co-Chair and two new Trustees, to join the Board of Directors.

Candoco's Board plays a central role in the life of the company and is responsible for guarding the ethos, values, style and purpose of the organisation. It is peopled by expert individuals who are excited to support an ambitious team, and who have an authentic commitment to challenging perceptions of dance and what dance can be and who can do it.

The Co-Chair and Board Members will share a passion for our work, and be committed to Candoco being an equal, diverse and inclusive organisation.

This is an important time for Candoco. As we navigate the world beyond Covid-19, we must review and rethink how we best serve our dancers, artists, audiences and participants and engage in a conversation to understand what they want from Candoco ensure that our artistic activity and financial model responds accordingly.

We believe that Candoco has an important role to play in the recovery of the sector; using our 30-years of experience in inclusive practice to guide the industry towards the authentic creation of equitable spaces for disabled and non-disabled artists, audiences, participants and employees. The ongoing sustainability of the organisation is key, not just for those who work with us, but for the sector as a whole.

Recruiting a Disabled co-Chair (to co-lead the Board) and increasing disabled representation on our Board as a whole is essential at this time; to ensure that there is disabled leadership leading and working to shape the future of Candoco with myself, Charlotte Darbyshire (Artistic Director) and Jo Royce (Executive Director).

NB: under Candoco's Articles of Association, being a 'Member', 'Director' and a 'Trustee' is the same thing.

Candoco Dance Company is a Registered Charity (company limited by guarantee - registered in England & Wales No. 2837146 - Charity No. 1040524 with a non-executive Board who are responsible for:

- setting policy
- ensuring sound financial management
- securing the future of the Company through advice on fundraising and networking with senior policy makers
- appointing senior staff
- supporting the senior staff in their activities

We are particularly interested in hearing from potential Co-Chairs and Trustees with the following areas of sector experience:

- Arts and / or charity leadership
- Disability rights, equality, access and inclusion
- Advocacy and campaigning
- Programming / curatorial

- Digital and broadcast

Candoco celebrates diversity and inclusion. We welcome interest from all sectors and backgrounds and particularly welcome applications from those identifying as disabled.

This pack includes:

1. Overview - Candoco Dance Company
2. Role overview – Co-Chair
3. Role overview – Trustee
4. Terms of Service – Co-Chair & Trustee
5. Recruitment process

Many thanks for your interest in Candoco Dance Company.

Fern Potter
Chair

1. Overview - Candoco Dance Company

Candoco is a world-leading professional dance company. Bridging the mainstream and the experimental, our bold approach and powerful collaborations create distinctive performances and far-reaching learning experiences. We celebrate different ways of seeing, of being and of making art, putting us at the forefront of conversation around dance and disability.

We have a proven track record of delivering exceptional live work and our bold commissioning is recognised for its commitment to quality and diversity. We have appeared at the opening ceremony of the London 2012 Paralympic Games; have re-staged Jérôme Bel's seminal performance work *The Show Must Go On* with an inclusive cast (and performed this at Sadler's Wells and Theatre de la Ville in Paris) and won a One Dance UK award for our film *Unspoken Spoken*. In November 2018, we were invited to perform on BBC One's *Strictly Come Dancing* as the first professional contemporary dance company to appear on the show to an estimated audience of 10 million people.

At the heart of our work is an extensive programme of learning activity, offering systematic training pathways and tailored routes into the profession for young disabled people and providing high-quality workshop and participation projects to develop disabled dance artists and increase opportunities for people to engage with inclusive practice. Our artist development programme nurtures emerging disabled artists across curation, making, performing and teaching.

We are committed to increasing disability representation across all areas of our organisation, including the staff and Board.

As we approach our 30th Anniversary in 2021, we are seeking to recruit a Disabled co-Chair to lead our Board of Trustees, with the view to that individual becoming Chair during our 30th Anniversary season. Through this recruitment, we aim to create balanced disabled representation on our Board by the launch of our 30th Anniversary in March 2021.

2. Role overview – Co-Chair

The Co-Chairs will provide overall leadership to the organisation; playing a central role in setting and reviewing the vision, mission and organisational priorities of Candoco, providing support to the Artistic Director and Executive Director and the wider Candoco team in the delivery of the business plan. The Co-Chairs will ensure that board members understand their roles and responsibilities; that board meetings are effectively run and minuted; and that Candoco is compliant with charity and company law.

In addition to the Trustee responsibilities (detailed in part 3 of this pack), the key roles and responsibilities of the Chair include, but are not limited to:

- The efficient conduct of the board and general meetings
- The efficient and accountable business conducted between Board meetings, including
 - sub-committee effectiveness
 - regular communication between co-Chairs, the trustees and sub-committees
- Compliance with sector code of good governance and charity and company law
- Appraisal of the Artistic Director and Executive Director
- That the employment of Senior Leadership complies with employment and charities legislation and best practice
- Appraisal of Co-Chair
- Appraisal of board effectiveness and trustee performance
- Regular meetings and contact with Executive Director and Artistic Director

We are seeking a Co-Chair with the following attributes:

- Lived experience of disability
- Strong influencing and communication skills
- Ability to build strong relationships and motivate others
- An understanding of / lived experience of the barriers to engaging and participating in the arts for disabled audiences, artists and participants
- A passion for the work and commitment to the aims and values of the company – with the time and willingness to advocate for us and champion our work

Previous experience of the arts sector and charitable governance is not a prerequisite but a passion for our work and a commitment to our values is essential.

We are hoping that the Co-Chair will formally join the Board of Directors in November 2020 and before becoming sole Chair of the organisation during our 30th Anniversary Season, following a suitable handover period with the current Chair.

3. Role overview – Trustee

Principal duties

- To attend and contribute to four Board meetings, subcommittee meetings if applicable, and one Away Day per year
- To approve the Business Plan, including overall objectives and budgets while delegating implementation to the staff
- To understand the legal and financial responsibilities of Board Members (see below) and to carry out these responsibilities of monitoring and decision-making
- A willingness to contribute to the fundraising targets of the company annually, which could include, attending fundraising events, introductions to potential individual or corporate supporters or a personal donation within his or her means
- To support the Artistic Co-Director's vision, within the context of Candoco's history and identity, and to provide critical oversight with regard to the practical and financial implications of the artistic programme.
- To attend Candoco performances as often as possible
- To support the staff in their activities through attendance at key events and meetings
- To use professional and arts networks for the benefit of Candoco
- To contribute to the recruitment, appointment and appraisal of the organisation's senior staff

Legal & financial duties

- To act with honesty and good faith in the best interests of the Company
- To ensure that the Company acts at all times within the aims set out in the constitution and in accordance with the conditions laid down by any provider of funds or grants
- To ensure that there is no misapplication of any Company property and that all assets of the Company are used for the benefit of the Company
- To avoid a conflict of interest. A Board Member is under a duty to disclose the nature of any interest which or she has in any contract to which the Company is a party
- To ensure that the organisation operates within the limits of its financial resources, actual and expected

Other duties

- To exercise care, diligence and skill in the execution of Board Member duties i.e. that degree of skill which may reasonably be expected from a person of his/her knowledge and experience
- To ensure that the organisation complies with the requirements of the Charity Commission and other relevant legislation, e.g. Health and Safety Regulations

Sub-Committees structure

- Finance Sub-Committee:
 - Meet quarterly, before each full Board meeting, to discuss the Management Accounts in detail
 - Sign-off Annual Accounts
- Fundraising Sub-Committee (currently combined with Finance)

- On occasion, other Sub-Committees will be created in response to organisational need

We are looking for Trustees who:

- Have enthusiasm for Candoco, its artistic work, mission and values
- Have a commitment to diversity and inclusion
- Are strategic and creative thinkers
- Bring good, independent judgement
- Can offer specific expertise and knowledge in relevant fields
- Have good communication and interpersonal skills
- Work effectively as a team member, with respect for others
- Are respected and trusted by other Board members
- Act with impartiality, fairness and confidentiality
- Are not afraid to speak their mind – with tact and diplomacy
- Have the ability to advocate for the organisation
- Can relationship-build for influence
- Have a willingness to learn new skills
- Can commit to the time required and effort into the role
- Understand and accept the legal duties and responsibilities of the role

4. Terms of Service

We request a three-year initial Term of Service, renewable by the re-election process outlined by Candoco's Memorandum & Articles. The maximum Term of Service, is two consecutive terms, or a period of six years, at which time a Board Member must take a break of one year before being re-elected.

Non-attendance of Board Meetings

Candoco Dance Company holds quarterly Board meetings and one annual away day (attended in person or via a digital platform). Regular attendance at Board meetings is the best way to keep abreast of developments in the company. If a Board member is not able to attend for two consecutive meetings the Chair will discuss with the Board member whether they feel able to continue in their role and contribute to the development of the company.

Pay and Perquisites

Board Members of organisations having charitable status may not receive a salary, fee or other form of remuneration for any of their services to the charity unless agreed by the Board for specific services. This does not, however, affect reimbursement for a Board Members reasonable and proper out-of-pocket expenses as agreed with the organisation.

Tickets to performances

Board Members are expected to pay for their tickets to Candoco performances, except where the Board member is expected to attend an event and support the company by fulfilling networking duties.

Time Commitment

- The full Board meets quarterly, plus one Away Day.
- Sub-Committees meet in addition to this commitment.
- Ad hoc meetings or conference calls are occasionally convened throughout the year.
- Enquiries from senior management are emailed out to individuals, or the whole Board, on a semi-regular basis and Board Members are expected to respond swiftly.
- It is hoped that Board members will see as much of the Candoco's work as possible each year, and attend events when their schedules allow.

Board Giving

There is an expectation that each Board member will show a public commitment to the Business Plan by philanthropically supporting the charity. This will be a personal decision, and support is expected only at a level appropriate to each individual's means. Board diversity is the key priority at Candoco: access to the Candoco's Board will never be withheld if an appropriately skilled candidate cannot support the charity philanthropically.

Memorandum and Articles of Association

These role overviews should be read in conjunction with Candoco's Memorandum and Articles of Association (available from the Executive Director), as it sets out the legal status of the company.

The Articles of Association (along with the Memorandum of Association) govern the working of Candoco. They set out important information in relation to members and directors, how the company acts in general meeting and the types of decision it makes, and how communication takes place.

Members, directors and trustees are the same people for Candoco although only members and directors are mentioned in the Articles.

15 is the maximum number of Members and Directors that Candoco can have although the Directors can increase this number if they so wish. There must be no fewer than five directors (and therefore members). The quorum needed for a meeting is two members or 1/10 of the membership at the time – whichever is the greater. A director can serve for six consecutive years and must then have a year out. All of the directors may, however, pass a resolution to the effect that it is in the best interests of the company for the maximum term to be extended or waived.

Directors can resign at any time.

A Director must also vacate the office if they become disqualified to act as a Director or Trustee, or are removed from office by the company. At the first meeting of each year one third of the Directors must resign, but are eligible for reappointment up to the six-year term mentioned above.

The powers of the company are exercised by the Directors who manage the business of the company which is generally delegated to the executive team. The Directors set the strategy for the company in consultation with the executive team and do need to consider accounts, elect the directors and appoint the auditors. On the financial management of the company the Directors need to consider whether the accounts reflect a true and fair view of the financial state of the company and whether the company is a going concern.

Business is generally conducted at meetings by a show of hands with each member having one vote unless a poll is demanded by the co-Chairs or at least two members. The co-Chairs have the casting vote if needed.

5. Recruitment process

This is an open recruitment process, being delivered by a Board sub-committee including Fern Potter (Chair), Nelson Abbey and Scilla Dyke, alongside Charlotte Darbyshire (Artistic Director) and Jo Royce (Executive Director).

Candidates are asked to submit a current CV and an expression of interest – noting whether they are interested in the Co-Chair or Trustee position (or both) – to Jo Royce on jo@candoco.co.uk by Friday 31st July.

Interviews will be held in August/September, with the view to inviting successful candidates to observe a subsequent Board meeting, formally joining the Board by November 2020.

If you would like to have an informal conversation about this recruitment, please contact Jo Royce, who will arrange a time with a member of the recruitment sub-committee.

Please complete an Equal Opportunities Monitoring Form with your EOI. The form is anonymised and can be found [here](#).