

# 2FACED DANCE



**TRUSTEE  
PACK  
2023**

## OUR VISION

To be a worldwide leader in the production of breath-taking, physical and inspirational dance.

## OUR MISSION

2Faced Dance Company produces innovative, accomplished and aspirational artistic performance programmes alongside a captivating participation programme that truly reflects the landscape in which we are based, allowing us to tell new and original stories, generating distinctive new work, whilst striving to stay relevant to our audiences. The company tours extensively across the UK and internationally aiming to work with cutting edge and culturally diverse designers, venues, organisations and people. We aim to support and mentor local artists whilst advocating on behalf of the wider arts sector and inspiring different sectors of society.

### **Our recent successes include:**

- Successfully bidding for and receiving Capital Investment Funding of £100,000 from Arts Council England to enable our Centre for Movement to be more accessible and in line with other studio spaces nationally
- Touring nationally to theatres and venues with our indoor mid-scale work EVERYTHING [but the girl]
- Touring three outdoor works of varying scales to outdoor arts festivals up and down the country
- Getting our first short film selected for 4 international film festivals and winning the People's Choice Award at the International Screen Dance Festival in Los Angeles
- Continuing to build our links with higher education providers by teaching and creating work with 3rd year students at 4 major universities and conservatoires
- Continuing to champion accessible productions by incorporating audio description, BSL and easy read documents for audiences
- Training and mentoring the next generation of artists through our Associate Artists' scheme. All 3 companies/artists receiving funding from ACE for future work
- Delivering a range of dance classes locally and nationally in schools, youth centres and prisons.
- Strengthening our financial reserves and continuing to deliver our work whilst successfully dealing with the effects of the COVID pandemic

Despite our successes, our application for continued regular funding from Arts Council England's National Portfolio Organisation programme was unsuccessful. We therefore find ourselves in a position where we are set to lose £195,000 of regular financial support from April 2023. At this pivotal time we are looking for new board members who can help us develop a new sustainable business model, broaden our horizons and enable us to shape our future strategic development.

Whatever your background, applications are welcome from passionate individuals who have the enthusiasm and skills to help us adapt and secure our future and to build on our success as an inspirational leading UK dance company based in Hereford. We are especially interested in hearing from those with skills and experience in one or more of the following three areas:

- **Digital marketing & communications**
- **Fundraising/Commercial development**
- **International Development**

# An introduction to 2FD

**“Bold, fearless and that strikes at the souls of audiences”** The Independent

We make innovative, distinctive and aspirational dance works from our base in Hereford and perform across the UK and internationally.

2Faced Dance began in 1999 when Tamsin Fitzgerald returned home from training at the Northern School of Contemporary Dance in Leeds. Realising the lack of access to high quality dance opportunities for young people growing up in rural Herefordshire, she decided to embrace the blank landscape that the region provided her. Since its early formation, 2Faced Dance Company has grown into one of the UK's most toured contemporary dance companies.

Today, 2Faced Dance tours extensively across the UK and the globe telling new and original stories, working with culturally diverse artists, advocating on behalf of the wider dance sector and challenging and inspiring the different communities we meet. Alongside this we nurture, train and develop the next generation of dance artists, cultural leaders and audiences from our Centre for Movement, in the heart of Hereford City. We re-imagine rural.

We embrace all artistic genres, it's this that enables the company to connect to its wide demographic of audiences and participants and attract respected venues to support and present the work. 2Faced Dance has gained national and international acclaim in the arts, commercial and education sectors. We are one of the UK's leading artistic dance touring companies, providing extensive learning & participation provision alongside exceptional talent development initiatives.

Our productions have included EVERYTHING [but the girl] (National Tour), POWER (National Tour and Hay Festival Abu Dhabi) Last Orders (national Tour), Where All Paths Lead (National Tour), What The Moon Saw (National and International tour), RUN (National, India & Europe Tour), Two Old Men (worldwide tour), Kapow (National Tour) and Dreaming in Code (National Tour).

Young people are at the heart of our programme and it is this group who will inherit the longer-term benefits of the work we deliver. Art and culture can be a joyous experience that has the potential to make individuals and communities happy with an overall more positive sense of wellbeing. From attendance to participation in events, art is a vehicle that can deliver social and health benefits to all. We will through our programmes break down the barriers that make people feel that they can't access culture, while enhancing our core programme with a wider offer of learning, development and participation.

## Management & Governance

2Faced Dance is made up of a team of full and part-time staff as well as a number of freelance staff. The company is led by founder and Artistic Director Tamsin Fitzgerald who works alongside Finance & Operations Manager Lynn Clark, 4 full time dancers and a part-time administrator. The board is non-executive, led by Chair, Alex Green. It currently has six other members who play an essential role in supporting the organisation's mission by offering their time and expertise to strengthen and support the continual development of the company and advocating its work.

Board members are not expected to be experts on every aspect of the company's legal standing and general operations. They are expected to:

- Act in good faith and with honesty
- Act with care, diligence and skill
- Declare conflicts of interest
- Ensure the company complies with the law (e.g. with regard to tax, insurance, employment, charity status etc.)
- Direct any concerns from staff, stakeholders, partners or service users to the appropriate complaints procedure

Board members are not expected to:

- Answer any queries or complaints on behalf of the company
- Make decisions relating to core functions without discussion with the board

All new members will be offered a meeting or telephone conversation with the Chair and/or Artistic Director. Where possible prospective and new members are encouraged to attend a rehearsal or performance and will be introduced to all staff. Please ask the Chair or staff member if you need further information.

## Code of ethics for Trustees

### **Be committed to the mission of 2Faced Dance Company**

- Act in a manner consistent with the mission and values of 2Faced Dance Company
- Focus efforts on the mission of 2Faced Dance Company and not personal goals
- Accept responsibility and share power in order to work as a productive, cooperating member of the Board of Directors
- Declare any conflicts of interest between the position as a board member and their personal and professional life
- Support in a positive manner all actions taken by the board of directors, even when in a minority position on such matters
- Keep confidential matters confidential
- Act in a manner consistent with this code of ethics.

## Key Responsibilities

### **Core Functions**

- Ensure clarity of vision, ethos and strategic direction
- Hold senior staff accountable for the performance of the company
- Oversee financial performance of the company, making sure money is well spent

## Specific Duties

### **Artistic:**

- To decide and regularly review 2FD's mission and artistic policy

- To approve the Artistic, Community and other programmes proposed by members of the 2FD Team

### **Legal:**

- To ensure 2FD operates within the law pertaining to its status as a limited company and registered charity
- To ensure 2FD fulfils the company's objectives as set out in the Memorandum and Articles

### **Financial:**

- To safeguard the company's assets
- To allocate resources wisely
- To be accountable to funders and fulfil their requirements
- Ensure the necessary financial controls are in place and adhered to

### **Fundraising:**

- To actively contribute to the development of a fundraising plan and the delivery of fundraising activities
- To be accountable to funders and fulfil their requirements

### **Business Plan:**

- To contribute to, monitor, review, update and approve the Business Plan on a regular basis

### **Employment:**

- To operate an equal opportunities policy
- To ensure all the legal employment requirements are fulfilled
- To oversee recruitment and staff selection (the Board will be responsible for recruiting the Artistic Director and to be involved in any other senior appointments; the practicalities of recruitment to other posts will usually be undertaken by 2FD senior staff)
- Lead annual reviews for Senior Staff for whom the Board are the line manager
- Ensure an appropriate reporting mechanism between the Board and Senior Staff

### **Safeguarding:**

- To ensure that appropriate policies and procedures for safeguarding are in place and supported by regular review and staff training

### **Advocacy:**

- To represent and promote 2FD's interests in the broader community, external networks and developing influential partnerships
- To suggest fundraising opportunities and support fundraising activities

### **Premises:**

- To ensure premises are maintained according to the terms of the lease

## Board Meetings & Time Commitment

The time commitment for new board members is attendance at 4 full board meetings per year, plus an annual away day.

We also currently have 3 sub-committee that each meet about four times a year:

- Finance, Operations, Dynamism & Environment
- Equality, Diversity, Inclusivity & Relevance
- Development, Ambition & Quality

Board members are expected to join and participate in at least one of these committees. The sub-committees look at specific areas in more detail and also include co-opted different members of staff. We may also set up time limited, focussed working groups to deliver specific projects or areas of work. In addition to the meetings, papers will be circulated and members are expected to have read and digested the contents ahead of the meeting. Members may be involved in follow up work outside of formal meetings, drawing on their knowledge and expertise.

Board and sub-committee meetings are either held in person (usually in Hereford or Herefordshire) or online. Since COVID, three of the four annual board meetings have tended to be held online, with the summer board meeting and annual away day meetings being in person. We aim to ensure that meetings are fully accessible, but if you have any specific requirements or are concerned about access, please discuss this with us.

### **Duration of Board Membership**

We ask that members serve on the board for a minimum term of 3 years. In accordance with the Articles of Association, directors retire from office every year and are re-elected unless choosing to standing down. We ask that anyone planning on stepping down gives 3 month's notice, advising the Chair of their decision well in advance of the next meeting date.

### **Remuneration**

Membership on the Board of 2Faced Dance Company is voluntary, although travel expenses for board meetings will be reimbursed. In the event of the Company being dissolved, serving Directors would each be financially liable for the sum of £10.

### **Questions to consider**

Is 2Faced Dance Company the right organisation for me to join?

Is this the right time?

What contribution will I be able to make to the Board?

What do I want to get out of board membership?

At this pivotal moment for the company, we wish to strengthen and diversify our board. We recognise the beneficial impact that difference has on our work, and we actively encourage applications from individuals from all backgrounds and communities, especially from Black and minority ethnic communities and other under-represented groups. We are also specifically looking for young trustees - that is anyone aged 18 to 30.



## Get in touch

For further information about the company please visit:

[www.2Faceddance.co.uk](http://www.2Faceddance.co.uk)

Twitter: @2faceddance

Facebook: 2Faceddance

Instagram: 2Faceddance

If you would like to have an informal chat about the role before applying or are interested but not sure if this is the right option for you, please contact Alex Green [board@2faceddance.co.uk](mailto:board@2faceddance.co.uk).

To apply to become a Trustee please email Alex Green [board@2faceddance.co.uk](mailto:board@2faceddance.co.uk)

- CV and statement of interest covering how your skills and experience meets the role requirements.
- A short statement describing why you want to be a part of the 2Faced Dance Company.
- If you prefer, you may send a video presentation instead (up to 3 minutes).

We will respond to all applications, and if you are successful at the first stage, we will set up an informal conversation either at The Centre for Movement in Hereford, or online.