

# FABRIC

DANCE4 AND  
DANCEXCHANGE  
TOGETHER



CHAIR OF TRUSTEES  
RECRUITMENT PACK  
2022

# FABRIC

FABRIC is seeking a dynamic and committed new Chair and two new Trustees, to lead our new ambitious dance development organisation and bring about a step change in dance and the cultural life of the Midlands.

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## Our Future

Imagine a future where the Midlands is a globally recognised location for dance – dance that is remarkable, engaging, authentic, welcoming, representative, captivating, involving, rooted, and ready to enrich a post-Covid world.

Imagine setting a new course that will inspire and influence dance development for decades to come, creating a fulcrum for bold new work, adding and extracting greater value for reinvestment in the art form, working at scale and in the process, involving and exciting more people and communities than ever before as dance moves front and centre in the cultural life of the Midlands.

This is all in touching distance.

## Our Business

DanceXchange and Dance4 have come to form FABRIC, building on the strengths of our two successful and financially stable organisations.

We are combining our complementary knowledge, skills and expertise in dynamic, expansive programmes, to form a new, single, strategic organisation serving the Midlands.

Our vision is to inspire people through dance, transforming lives, communities and places.

We are driven by a deep desire to bring about positive, radical change to ensure a more sustainable and resilient future for dance. For dance to play a greater civic role in the lives of communities across the Midlands. Together, we are creating a new possible for dance.

Co-creating with the extraordinary people of the region, our aims are to:

- Inspire, increase and diversify engagement
- Encourage creative leadership and developing talent
- Celebrate the impact of dance and its contribution to civic life
- Enable our new company and the sector to prosper and thrive



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## **Our Values**

Our organisation, its work, its people, and its processes will all be driven and hallmarked by its values.

### **Curiosity**

We are interested in what dance can be and how it can be made. We support creative risk taking, encourage artists to be curious and explore the boundaries of their practice.

### **Inclusivity & Diversity**

We involve different perspectives in our decision-making. We work authentically and with care to ensure our organisation reflects the communities we serve. By reaching out and inviting in, we actively engage with diverse communities, seeking out new and undiscovered talent and inspiring engagement in dance.

### **Leadership**

We acknowledge responsibility for striving to be leaders in our field, being ambitious for the development of the art form and developing a new generation of creative leaders. We will positively develop, encourage and enable all who work with us: staff, communities, young artists through to the most experienced, to fulfil their potential and ambitions and to flourish.

### **Openness**

We are willing to listen, learn, and improve our offer for the dance sector and the public, through being approachable and always acting with integrity. We are willing to be challenged intellectually on our practices and approaches and are keen to change and adapt according to the future needs of the art form and our audiences.

### **Partnership**

We are passionate about our local contribution to creative civic life; a willing partner, working in the interests of our locations, audiences, dance artists and the dance sector, by seeking to add value. We trust and respect the people we work with to progress the new possible. We are alive to external influences, actively allowing our work and evolution to be influenced by the realities of our operating environment and those we work with.



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## Our Communities and Partners

Our work is multi-faceted and therefore serves a broad spectrum of artists, audiences, participants, and stakeholders. Our current primary target audiences range from highly active and diverse urban communities to audiences that have low levels of cultural engagement and whose cultural activity happens beyond the established cultural infrastructure. We are ambitious to broaden our reach and deepen relationships, diversifying the public that engage with us as we evolve the work of FABRIC.

We also operate within a rich mix of partnerships, which will be critical in enabling us to grow, extending the reach and impact of our work.

Our key stakeholders include:

- Dance artists, choreographers, and companies
- Dance promoters, programmers, festivals, and other industry professionals
- Dance development and outreach partners
- Schools and education partners
- Health and wellbeing partners
- HE and research partners
- Skills development partners
- Economic and visitor destination partners
- Funders and investors

## Our Financial Model

FABRIC is a charitable incorporated organisation (CIO), with a mixed portfolio of funding and investment from Arts Council England, Local Authorities, and a range of co-producers, partners, sponsors, trusts and foundations. Earned income is currently generated through ticket sales, participation fees and studio hires, along with other professional and industry initiatives. We have a growth plan and will be active in attracting funding and investment from local to international sources.

## Our Staff

Led by CEO Paul Russ and a management team residing across the Birmingham and Nottingham sites, FABRIC has a team working on artist and art form development, participation, learning and skills, plus governance, operations and finance.



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## Background

Formed in 1991 and incorporated in 1993, DanceXchange formally became known as The DanceXchange Limited in 1994. DanceXchange strives to push the boundaries of art form practice with work that is fresh, bold, challenging and exciting. DanceXchange produces and presents some of the best UK and international dance including Birmingham International Dance Festival (BIDF), the city's signature biennial festival. DanceXchange plays a strategic leadership role locally, regionally, nationally and internationally, in developing the art form and supporting dance artists and choreographers to progress their distinctive and diverse practices whilst building sustainable dance careers. DanceXchange delivers a substantive programme of classes for adults and young people of all abilities as well as an engaging and tailored schools' programme. In partnership with Sampad South Asian Arts and Heritage, DanceXchange leads the Centre for Advanced Training (CAT), an elite training programme for aspiring young dance artists aged 11-18, in South Asian and western contemporary styles.

DanceXchange is an active partner in Dance Hub Birmingham (DHB), a dynamic collaboration of organisations and individuals representing the West Midlands' professional dance sector.

Also established in 1991, Dance4 provides inspirational dance experiences, by artists from across the world, engaging people of all ages across Nottingham, the Midlands and beyond. Dance4 has a unique national voice in the development of new discourses, knowledge and practices that are informing the future of the dance and choreographic field, from its home at the international Centre for Choreography in Nottingham and through its biennial festival, Nottdance. Dance4 provides local, national and international leadership, working in partnership with venues, local authorities, education, creative industries and other providers to connect the most extraordinary dance and choreographic practices to the widest possible audience.

Like DanceXchange, Dance4 leads a Centre for Advanced Training, providing talent development programmes to support aspiring young dancers in their learning and career development.

Our collaborative business development work over the last three years has led us to conclude that there are significant economic, creative and strategic benefits for the art form, and both organisations, to be derived from coming together in a formal merger. With the backing of our respective Boards and funders we are now working to make this merger a reality.



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As a new organisation formed by Dance4 and DanceXchange – FABRIC brings about an opportunity rarely created in dance to seize new beginnings, building on an incredible combined 60 years of dance development activity.

For our current websites, visit:

[www.dancexchange.org.uk](http://www.dancexchange.org.uk) and [www.dance4.co.uk](http://www.dance4.co.uk).

For FAQs about our merger, visit: [www.fabric.dance](http://www.fabric.dance).

## Current Trustees

Our current trustees have been part of our process in creating FABRIC and come with a rich experience in their roles as trustees of DanceXchange and Dance4. The merger process identified four trustees from each organisation to form FABRIC.



**Joanne Belton**

Retired Accounts Manager  
and development consultant



**John Houlden**

Partner – Ernst and Young



**Jerrel Jackson**

Founder and CEO –  
Creative Academies



**Farai Pfende**

Senior Lecturer –  
Nottingham Trent University



**Monique Royle**

Divisional Director – Fleurets



**Sonia Sabri**

Artistic Director –  
Sonia Sabri Company



**Pete Shenton**

Artist, Artistic Director –  
New Art Club and  
Senior Lecturer –  
De Montfort University



**Richard Woods**

Partner –  
Urban Fabric Architects



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## **Our New Chair - Is this you?**

As Chair of trustees, you will bring passion, energy and commitment in realising the dreams enshrined in the founding of this new ambitious dance development organisation.

You can lead a dedicated and inspiring board of trustees, ambitious in bringing about a step change in dance and the cultural life of the Midlands.

You are a leader who believes in and can champion our ambitions, knows people and places that will love to work with us, and definitely people that we don't know yet that you just have a hunch should and would love to dance.

We know there is much to be done and the journey ahead will be challenging. However, you'll be the leader that reminds us of our ambitions, shows us the possibilities, brings more people and opportunity to dance. You will embolden our new organisation to work in extraordinary ways with the extraordinary people and places that make up the Midlands, a place where dance leads.

We imagine you may have worked in, or in close collaboration with, the creative, public and or charitable sectors – but this isn't essential. However, you will have experience through your work and life of the positive impact of the arts and dance in public life.

You'll be able to introduce us to people we currently don't know and support us in opening doors to new conversations.

We welcome applications from individuals who will broaden our collective lived experience, ensuring we continue to place new voices and perspectives at the heart of our ambitions and delivery.

If the Chair role is not for you just now, but you are interested to support FABRIC's vision as a trustee, please do get in touch as we are seeking to introduce new voices and skills to expand the breadth of experience informing the governance of FABRIC.



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## Time Commitment

The Board will meet four times a year, usually alternating between Birmingham and Nottingham. Meetings are early evening. Additional meetings are sometimes held, including away sessions and board retreats, to allow time to discuss policy areas or organisational direction. As a guide, the time commitment involved will be: 10 - 12 days per year for the Chair and 6 - 8 days for trustees, depending on the needs of the organisation.

Trustees are encouraged to engage with other trustees and the staff team in between meetings. Trustees will be invited to all FABRIC events.

## Expression of Interest

For an informal conversation with the CEO and/or a current trustee then please do get in touch with Paul Russ our CEO (details below).

If the opportunity to Chair the Board of FABRIC excites you, please send:

- A short cover letter, or film / video / sound recording setting out your interest in the role and the areas of specialism you could bring to the board.
- Your CV
- Please detail any business or other interests which might give rise to conflict of interest, and how you would address this should your application be successful.

Expressions of interest should be received by **12pm (noon) Monday 18 July 2022** and sent to Paul Russ, Chief Executive via:

**Email:** paul@fabric.dance

or

**Post:** EOI for Chair, FABRIC, Level 5, Birmingham Hippodrome, Thorp Street, Birmingham, B5 4TB.



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## What Happens Next?

Candidates whose expressions of interest trustees wish to take forward will be invited to meetings in late July 2022, with trustees wishing to make a decision by early September.

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

Induction will take place in September with the intended first meeting taking place in October/November 2022.



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[www.fabric.dance](http://www.fabric.dance)

## Image credits

### Front cover

Top left image: *Black Victorian* performance by Jeanefer Jean Charles at Birmingham International Dance Festival 2021. Image by Paul Stringer.

Top right image: Studio 2 at iC4C, (Nottingham site). Image by David Wilson-Clarke.

Bottom left image: Studio 3, Level 5, Birmingham Hippodrome (Birmingham site).

Bottom right image: *The Elsewhen Series* by Leah Marojević & Theo Clinkard.

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