



Imperial Society of Teachers of Dancing

The Imperial Society of Teachers of Dancing is one of the world's leading dance examination boards with the widest range of dance genres available. We are a registered educational charity, supporting and training our members through a wide variety of courses, teaching syllabi and techniques.



Welcome



Acting Co-Chairs of the ISTD, Erin Sanchez and Frederick Way

Dear Applicant,

Thank you for your interest in the role of the Chair of the Imperial Society of Teachers of Dancing. As the current Acting Co-Chairs of the Society, we warmly welcome your application.

It is an exciting time to become Chair of the Society and there is a real opportunity for the right candidate to work with Ginny Brown and the executive team and board in leading the mission and vision of the organisation over the next few years.

The Society has a long and rich history as one of the world's leading dance teaching organisations and its members teach across the globe to hundreds of thousands of learners. In 2021, the Society completed the renovation of its headquarters in Paul Street, giving a proud home to the Society for its staff and members for the future.

Whilst appreciating our heritage, the Society is also striving to develop the equity of our teaching to ensure that we actively reflect society and make dance accessible to all. It is a key goal for the trustees and executive team to ensure that the Society is an inclusive organisation, and everyone's voice is welcomed, heard and respected.

We make sure that the Society is carrying out its charitable purpose for public benefit through initiatives including: innovative research with academic partners to address accessibility in examination, working groups to bring perspectives of those outside and within the Society together on key issues such as gender, sexuality, disability and ethnic background in dance settings, and collaborative talks and seminars with sector organisations to open conversations about how to enhance practice across the dance sector.



Welcome ~ cont.

Since the start of the pandemic in 2020, the Society and its members have demonstrated both resilience and strength, and we have continued our commitment to providing excellent dance teaching, training, qualifications and services to our members and their students.

The Society embraced the pivot to online teaching and asynchronous examinations, ensuring that members were supported both professionally and personally through this period. Members supported their students and communities with creative thinking and dynamic solutions, including reaching out to new audiences and providing connection and physical activity. From a governance perspective, the Board worked hard to ensure the financial stability of the Society whilst also allowing for as many services to be delivered as possible.

The Society prioritises integrity in all that it does, and there are challenges ahead. As the world slowly emerges from the pandemic, it is critical that the Society continues to support its members and students as they resume in-person teaching and adapt to the changing world. We are dedicated to inspiring future generations of dancers and teachers.

The new Chair of the Society will share our vision as a force for bringing dance to all, and help the Society to emerge from the pandemic as a thriving organisation.

We hope that the information provided in this pack will give an insight into the Society and what we hope the next Chair will be able to bring to the charity. If you feel you can help us realise our goals and build for the future, we would be delighted to hear from you.

Yours faithfully,

Erin Sanchez

Acting Co-Chair of the ISTD

Frederick Way

Acting Co-Chair of the ISTD



About the organisation



We were recently listed by Ofqual as one of the top 20 largest awarding organisations in England and are in the top five for delivery of performing arts examinations.

Established in 1904, with a mission to educate the public in the art of dancing in all its forms; today the Society strives to advance excellence in dance teaching and education. We promote knowledge in each specialty and provide up-to-date techniques in the ever-changing world of dance. We work hard to maintain and improve teaching standards in schools, academies and performing arts settings across the world.

We are known for our quality of teaching, our diversity of dance forms, and a passion for raising standards.

We put our members – teachers of dance – at the heart of everything we do. Supporting their career development and progression by providing a range of resources, events, training and continuous professional development, all designed to support their journey through dance.

The Society is a registered educational charity (250397), regulated examinations board and membership association. With 6,000 members in 59 countries worldwide, we conduct over 120,000 examinations each year. In 2020 we provided 293 continuing professional development courses to 5,396 delegates, and from January to August 2021 we have already offered 338 courses to 4,735 delegates.

The Council



Our trustees are:

Erin Sanchez
(Acting Co-Chair)

Frederick Way
(Acting Co-Chair)

Nafisah Baba

Lynn Chandler

Thomas Hobden

Jeremy Kean

Karen King

Leanne Kirkham
(observer)

Keith-Derrick
Randolph

Sho Shibata

Elisabeth Swan

Kathryn Williams

As a Company Limited by Guarantee and as a registered charity, the Chair and trustees have duties under both company and charity law. The Council is the governing body of the Imperial Society of Teachers of Dancing (ISTD) and is responsible for the governance and the strategic direction of the company in pursuance of its charitable objectives. The Charity Commission describes trustees' main legal responsibilities as to:

- Ensure that the charity is carrying out its purposes for the public benefit
- Comply with the charity's governing document and the law
- Act in the charity's best interests
- Manage the charity's resources responsibly
- Act with reasonable care and skill
- Ensure that the charity is accountable

The ISTD Council is a friendly, welcoming and collaborative group of people who act as critical friends to the organisation. They share expertise and engage in creative dialogue whilst fulfilling their critical governance responsibilities. It is important that both the Chair and the trustees are familiar with all aspects of our work, both at our head office and that delivered by our members, so the Chair and trustees are encouraged to attend as many events as possible.

We are recruiting

Chair of the Imperial Society of Teachers of Dancing Unremunerated • London



TIMETABLE

Deadline for applications:
24 Sept

Interviews:
w/c 4 Oct

Formal appointment:
17 Nov

These dates may be subject to change and applicants will be advised in advance should this happen.

The ISTD aspires to be a world leader in dance education, setting the bench mark for best practice through our extensive syllabi and teacher training. We are committed to becoming a dynamic, future-focused organisation that promotes the social, cultural, physical and educational benefits of dance for all.

We are looking for a Chair with substantial experience of serving on high performing trustee boards, to provide governance of high quality and play a pivotal role in setting the strategic direction of our organisation, delivering real impact and shaping the ISTD of the future.

As Chair you will work closely with fellow trustees and the senior management and will demonstrate high levels of personal credibility with the ability to cultivate positive relationships and engage across a diverse range of stakeholders as an effective ambassador at national and international level.

As an ISTD board member, you will have a proven commitment to increasing dance participation, and safeguard the reputation and values of the ISTD.

Our recently defined Society values are: **quality, inclusion, innovation, passion and integrity.**

This is an exceptional opportunity to play a pivotal role in an organisation with a proud history and a brand that stands for the pursuit of excellence in the dance world.



Chair of trustees role description

Duties and tasks to fulfil the key responsibilities:

1. To provide leadership to Council and to ensure that trustees fulfil their duties and responsibilities for the proper governance of ISTD (the Society).

1.1 To guard the long-term future of the Society by ensuring that:

- Council sets the mission, vision, strategy and high-level policies for the Society within the powers and restrictions in its charitable objects and governing instruments (Articles and supplementary Rules and Standing Orders);
- Council takes steps to monitor the performance of the Society and to ensure that the Society satisfies all regulatory and legal compliance requirements;
- major risks to which the Society is exposed are reviewed regularly and systems are established to mitigate these risks without the Society becoming totally risk averse;
- the Society's financial dealings are systematically accounted for, audited and publicly available;
- there are appropriate systems and controls in place to safeguard and manage the resources and assets of the Society responsibly, and to maintain financial stability;
- internal controls and systems (both financial and non-financial) are audited and reviewed regularly;
- Council and the Society are fair and open to all sections of the community in all the Society's activities;
- Council and the Society hear the voices and views of key stakeholders, especially beneficiaries.

1.2 To ensure the highest possible standards of governance by ensuring that:

- the Society has a governance structure that is appropriate to a Society of its size/ complexity, stage of development, and its charitable objects and that these structures and the governing instruments are reviewed regularly;
- Council delegates sufficient authority to its sub-committees, the Chair, the Chief Executive Officer and others to enable the business of the Society to be carried on effectively between meetings of Council;
- Council's delegated authority is recorded in writing by means of terms of reference for board sub-committees, role descriptions for postholders (eg Vice Chair, Treasurer) and for key staff, etc; and, Council monitors use of these delegated powers;
- Council has on it the skills it requires to govern the Society well and these skills are utilised, and that Council has access to relevant external professional advice and expertise;
- there is a systematic, open and fair procedure for the recruitment and co-option of trustees, future chairs of Council and future chief executive officers;
- all members of Council receive appropriate induction, advice, information and training (both individual and collective);
- trustees act reasonably, always act in the interests of the Society and comply with the Council members role specification;
- conflicts of interest (actual and perceived) are recognised and managed such that personal and collective independent judgement can be demonstrated and exercised at all times;
- Council of trustees regularly reviews its performance.



Chair of trustees role description ~ cont.

1.3 To ensure the proper and efficient conduct of board meetings by:

- chairing trustee meetings effectively, seeking consensus, balancing the need for full debate on key questions with the expeditious dispatch of business so as to reach clear and agreed decisions as swiftly as possible;
- encouraging all trustees to participate and to feel free to challenge constructively both the Chair and the Chief Executive Officer;
- taking an active role in ensuring that Council agendas are meaningful and reflect the key responsibilities of trustees;
- ensuring that the Chief Executive Officer and his/her staff provide Council with relevant, timely and accurate information in order to allow Council to discharge its responsibilities. This should include alerting Council to major risks, informing Council of current and future key issues, including significant trends, and informing Council about external changes that may impact on the Society;
- ensuring that board decisions are made in the best, long-term interests of the Society and that Council takes collective ownership of these decisions;
- ensuring that decisions taken at meetings of Council are implemented;
- ensuring that there is an annual programme of Council and sub-committee meetings, carefully structured agendas and high quality briefing papers providing timely information and concentrating on governance.

2. To support, and where appropriate, to challenge the Chief Executive Officer and to ensure that Council as a whole works in partnership with executive staff

2.1 To support the Chief Executive Officer by:

- ensuring there are clear and open processes for the recruitment (and if necessary dismissal) of the Chief Executive Officer, and for setting and reviewing the remuneration package of the Chief Executive Officer;
- ensuring that Council focuses on its governance role and does not slip incrementally, or otherwise, into the management role;
- arranging regular, but not over frequent, meetings with the Chief Executive Officer and by developing a professional relationship with the Chief Executive Officer within which each can speak openly about concerns, worries and challenges;

- providing leadership to the Chief Executive Officer to ensure that the Society is run in accordance with the decisions of Council and the Society's governing documents and that there is clarity about the Society's objectives at all levels;
- supervising the Chief Executive Officer on behalf of Council, always remembering that the Chief Executive Officer is responsible to Council as a whole and not to any one individual trustee or sub-group of trustees;
- ensuring the Chief Executive Officer's performance is reviewed regularly;
- ensuring the Chief Executive Officer has the opportunity for professional development and has appropriate external professional support;
- in partnership with the Chief Executive Officer, to agree respective roles in representing the Society and acting as spokesperson.

2.2 To make sure that Council understands and fulfils its responsibility to hold the Chief Executive Officer and the executive team to account by ensuring that:

- when necessary, the Chair and the trustees challenge the Chief Executive Officer constructively and only in the best interests of the Society and as "critical friends";
- the Chief Executive Officer is clear about the key performance indicators by which he/she will be held accountable;
- the Chief Executive Officer understands his/her crucial responsibility to provide relevant, honest, timely, high-quality information and advice to Council of Trustees;
- there are appropriate mechanisms, both internal and external, to verify that Council receives a balanced and honest picture of how the Society is doing.

2.3 To ensure Council works in partnership with management by:

- ensuring through the Chief Executive Officer, that the staff understand the role of Council and that the Chief Executive Officer provides an effective link between Council and staff;
- ensuring that staff are aware of Council's appreciation of their successes and hard work;
- ensuring that, through the Chief Executive Officer, a performance evaluation process is in place for everyone in the organisation and that the Society invests in the development of staff;
- ensuring that whenever practicable, trustees visit various parts of the Society, and have informal opportunities to meet the leadership team, staff and beneficiaries.



Our COVID-19 response



How the Society responded to the fast-changing situation caused by the pandemic.

Recognising that communication and support for our members was crucial during this challenging time, we established a COVID-19 website portal, weekly news bulletins and a programme of free members meetings and faculty events.

In August 2020 we moved our summer school online, where we hosted a month-long programme of CPD activities. In total 5043 members from 28 countries attended online courses in 2020. Our faculty student events also moved online last autumn and in January 2021 we launched the digital Inspirational Spaces to Dance Challenge.

After a successful Spring Programme in 2021, our Education & Training team are running our annual Teachers' Summer School online once more, from 12 July to 13 August. From January to August this year, we have already offered 338 courses to 4,735 delegates.

We conducted calculated assessments for 'gateway' qualifications in summer 2020 and then transitioned to remote exams from September, as need dictated. By the end of 2020, 6500 learners, has successfully completed an online examination.

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The Society now has the ability to move seamlessly between online and direct delivery.

Whilst this has been a steep learning curve, the Society now has the ability to move seamlessly between online and direct delivery as the situation demands. And, an unexpected joy of this move to digital engagement, has been the ability to come together as an international community like never before.

Strategy

The Society aspires to be a world leader in dance education, setting the benchmark for best practice through our extensive syllabi and teacher training. We are committed to becoming a dynamic, future-focused organisation that promotes the social, cultural, physical and educational benefits of dance for all.

We have a proud history that stands for the pursuit of excellence in the dance world. To build on past successes and the business plan of 2019–2021, the leadership team and trustees are in the process of developing our five-year strategic plan for the organisation; conducting a 360 degree review and planning processes, to make sure that our commitment to Equity, Diversity and Inclusion (EDI) is at the heart of our strategic development to create an agile and future focused organisation that encourages membership and financial growth within a rapidly changing environment.

Finance

The balance sheet reflects a sound position – the Society owns the freehold of its Shoreditch property, plus an investment portfolio managed by CCLA and healthy cash balances.

These resources enable the Society to invest in new pathways to improve services to our members and the development of new initiatives in line with the ISTD’s charitable aims.

Recent deficits have been due to restructuring and investment, essential to the Society’s successful development, and in 2020 the impact of COVID-19 severely curtailing our activities. Latest report (2019) online at:

www.istd.org/about-us/documents/annual-report-2019

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Our Board of Trustees, Senior Leadership Team, and Faculty Committees work together to make sure the organisation is a world leader in dance education.



How to apply

Equal opportunities

The Society values diversity of thought and experience.

We welcome applications from people of any age, disability, ethnicity, heritage, sexuality, gender and socio-economic background.

If you have any access needs or there are any barriers to access please let us know this in your application or if you would like to discuss any of this prior to applying please email: governance@istd.org

If you wish to have an informal discussion, please email: mgarner@istd.org

Method of application

To apply as a Chair of Trustees please send a letter of application and CV to: governance@istd.org

The letter of application should summarise what you are able to bring to the role and how you meet the person specification. The successful candidates will also be required to provide details for two recent references that can evidence skills and suitability to carry out this role (whether in an employed or voluntary capacity).

Applications close: 24 Sept 2021

Interviews: w/c 4 Oct 2021

Formal appointment: 17 Nov 2021

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The Imperial Society of Teachers of Dancing truly represents a diverse range of dance.

The Imperial Society of Teachers of Dancing truly represents a diverse range of dance, with 11 faculties that cover many forms of theatrical, recreational and social dance.

Our clearly defined examination structure caters for all types of learners, whether they wish to progress to making dance their profession or those pursuing dance purely as a leisure activity, all whilst taking place in the context of safe dance practice.



The Imperial Society of Teachers of Dancing exists to advance excellence in dance teaching and education.

Membership of the Imperial Society of Teachers of Dancing is the passport to artistic and professional progression.



**Imperial Society of
Teachers of Dancing**

Imperial Society of Teachers of Dancing
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