

## Rubicon Dance - Trustees

[Rubicon Dance](#) wishes to recruit two new Trustees and eventually, a new Chair. The ideal candidates would have an interest in dance (and ideally some direct experience of the sector), effective communication skills, a commitment to equity, diversity and inclusion and an enthusiasm for Rubicon's vision and mission. The Board is specifically seeking individuals with expertise in marketing, communications and those who might be interested in becoming Chair once having settled into the Board.

### Organisational Context

Rubicon has delivered dance to people of all ages and abilities since 1975. The organisation has built a strong, nationally recognised reputation for reaching those who are often excluded from the arts. Rubicon exists to unlock self-expression, so that people discover their potential and feel motivated and connected to the world. It believes everyone should have the opportunity to discover their own potential and nurture their individual talents. Its mission is to challenge traditional views of what it means to dance.

Rubicon works in schools, health and social care settings and community venues of all kinds, as well as from its premises in the heart of Adamsdown. It engages with approximately 1,000 participants per week and its work helps a variety of people, including children, disabled people; hospital patients, stroke survivors, and the socially isolated. Sessions are delivered on a consistent basis throughout the year, encouraging people to express themselves, develop confidence and look after their well-being.

As well as participatory sessions, Rubicon develops the dance sector in Wales by discovering, nurturing and curating talent wherever it may be. It provides a variety of progression routes for dancers, allowing them to explore their love for the artform and thrive creatively. Rubicon also strives to connect the dance workforce through its Wales-Wide Training Programme, providing affordable, regular opportunities for organisations, practitioners and artists to network and share ideas. Its community dance apprenticeship scheme introduces skilled practitioners to the sector and has been adopted by organisations across Wales.

Rubicon experienced some major financial challenges in 2022 and into 2023 which led to the departure of the CEO, followed by a significant reduction in funding when Arts Council Wales reduced support of all arts organisations.

The charity operated without a CEO for an extended period, with the Board of Trustees effectively running the organisation and several staff members taking on additional responsibilities. Thanks to the diligence, care and commitment of everyone, Rubicon was stabilised. A strategic 10-year plan was written and is being implemented, with a focus on developing and delivering a creative vision that meets the needs of its communities and partners, while securing sustainable finances.

In April 2024, an interim CEO was appointed whose primary task was to implement a reorganisation which was fit for the future, along with securing funding, reducing costs, implementing improved processes and continuing to provide excellent services to the communities we serve.

The reorganisation process was challenging and took until the end of 2024, it resulted in a reduction of 2 people from the team due to outsourcing the finance function, and 3 redundancies. A new structure was proposed, consulted upon and implemented which was to provide clear accountabilities, management and opportunities, specifically to:

- Create a concentrated leadership team to oversee strategic development and operational deployment
- Clear structure in place for all employees
- Create clearly defined programme departments with associated outcomes frameworks & budgets
- Develop formal knowledge bases within the organisation that are deployed internally as well as externally
- Embed potential for organisational expansion and individual progression

The reorganisation established a new leadership structure consisting of the CEO and three managers, one each for Education, Stakeholders and Operations. The stakeholder Manager taking responsibility for fundraising, outreach and dance leaders; the Education Manager took charge of our BTEC, GCSE and Arts Awards, education partnerships and training quality; with the Operations Manager running support activities including outsourced services such as finance, HR and marketing, as well as responsibility for the building.

At the same time, a range of processes were created to clarify and improve how things were done, ranging from travel policy to disciplinary procedures, and all of them captured in a new employee handbook.

We began 2025 with a few loose ends to tie up, but with a very high level of confidence. The challenges now turn from an internal to an external focus, to develop our creative vision and our offer to communities and partners and, crucially, to secure a greater level of income. We made the CEO role permanent and together with the trustees and the Rubicon team we will implement the strategy to sustain and develop the charity.

Rubicon's Board is very committed and this opportunity would suit someone who is looking for a challenge and get involved. Trustees are appointed for an initial five years, which may be renewed for a second term. The Board has four formal meetings (including an AGM) a year and monthly meetings with the leadership team, all mostly held remotely. In addition, there are regular emails requiring input and involvement in workstreams to develop initiatives.

Current Trustees	Role	Profession
John Cavanagh	Chair	Director, ParExcel Group Ltd/ Consultant
Avijit Bhagwant	Trustee	Senior Manager FP&A Projects – Admiral Group plc
Charlie Ellaway	Trustee	Chief People Officer – Hodge Bank
Micaela Owen	Trustee	Head of Skills & Workforce Transformation, National Composites Centre
Paul Whittaker	Trustee	Artist, Writer, Filmmaker
Matthew Williams	Trustee	Head of Policy & Communications, Welsh Sports Association