

Primary Responsibilities of the Board of Governors of Contemporary Dance Trust Limited, known as The Place
May 2025

Contents

- 1. Context 1
- 2. The Place Governor Primary Responsibilities2
 - 2.1 The Place’s Mission, Vision and Strategic Aims2
 - 2.2 Appointments..... 2
 - 2.3 Financial Matters3
- 3. Delegation to the Chief Executive.....4
- 4. Responsibilities of The Place/LCDS Academic Board.....4
- 5. Related documents.....4

1. Context

The Place operates in a context of:

- 1.1 **Legislation** - in particular arising from its
 - (a) charitable status
 - (b) company limited by guarantee status
 - (c) registered Higher Education provider (HEP) status
 - (d) employment of staff
 - (e) other financial matters

Hence legislation concerning companies (including taxation), charities (including fundraising and tax exemptions), registered Higher Education providers (including academic freedom), gender, disability, equal opportunities, race relations, Prevent duty, employment, and Health and Safety, among other examples, is relevant.

- 1.2 **Office for Students (OfS) requirements** –the OfS Terms and Conditions of Registration and Terms and Conditions of Funding for Higher Education Providers (collectively, the OfS Terms) concerning matters relating to funding, audit and management.

- 1.3 **Stakeholder and Partner Regulations and Procedures** - requirements laid upon The Place by Arts Council England (ACE), and the University of the Arts London (UAL) (or other validating bodies), and the Department for Education (including regulations for the award of degrees; student discipline; the use of facilities such as studios, theatre and library; procedures for the appointment and promotion of staff; and reporting relating to the Music and Dance Scheme).

The Board of Governors will also consider Arts Council England's Investment Principles, particularly in relation to dynamic governance.

- 1.4 **Internal monitoring and reporting** - The Corporate Governance Workplan of The Place, and the School (LCDS) Academic Workplan both relate to The Place five-year Strategic Plan which is reported against quarterly to Governors, accompanied by relevant strategy documents (for example, our Human Resources strategy, EDA Action Plan and Environmental Action Plan).

Arts Council England no longer receives a business plan as part of our funding agreement but our Arts Council deliverables are included as part of our regular quarterly reporting to governors, which is circulated to ACE.

- 1.5 **Other internal governance and policy documents** such as The Place's Scheme of Delegation and Scheme of Financial Delegation, The Place Financial Regulations, and our Equity, Diversity and Access (EDA) Action Plan.

2. **The Place Governor Primary Responsibilities**

The Board of Governors is responsible for safeguarding the good name and values of The Place and its constituent parts, including London Contemporary Dance School.

The primary responsibilities of The Place Board of Governors may be stated, briefly, as given in items 2.1 – 2.7 below, on the basis that business is conducted in accordance with best practice in the governance of the arts and Higher Education and within the Principles of Public Life drawn up by the Nolan Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

2.1 **The Place's Mission, Vision and Strategic Aims**

Approval of the strategic plan, key academic and artistic strategies, other relevant strategies (such as Financial strategy, the Estates strategy and Human Resources strategy) and key procedural documents (such as the Health and Safety Policy, the Environmental Policy and Action Plan and the Equity, Diversity and Access Action Plan).

2.2 **Appointments**

The Board of Governors is responsible for the appointments of:

- The Place Chief Executive and Accountable Officer (including interim arrangements where applicable)
- Members of the Board of Governors (recommended by Nominations Committee)
- Members and lay members of committees of The Place, with the exception of non-Governor appointments to the Equity, Diversity and Access Committee
- Head of Governance (in the role of Secretary to the Board)
- External Auditors (recommended by Audit Committee)
- Internal Auditors (recommended by Audit Committee)

Governors are also consulted on the appointments of the Senior Leadership Team.

Note: The Board is the employing authority for all staff of The Place. Appointments other than those listed above are delegated to appropriate officers to be made in accordance with The Place's Human Resources policies.

2.3 **Financial Matters**

As the principal financial and business authority of The Place, the Board of Governors is responsible for approving:

- The Annual Budget, including the Capital Budget
- The Place Annual Report and Audited Annual Financial Statements
- Annual expenditure on assets, property and estate
- Major Projects (capital or other) which are additional to annual budgetary spend
- Other matters as specified by the Charity Commission and OfS Terms (e.g. ensuring the proper use of public funds; a sound system of internal management and control, risk management, audit and solvency; designation of the 'Accountable Officer'; appointment of external auditors; and appointment of an Audit Committee)

The Place Audit Committee is informed annually about new partnerships and individual donations valued at over £50k.

2.4 **Requirements arising from legislation**

The Place Board of Governors is responsible for approving policies and procedures arising from changes to legislation (e.g. in relation to Equality, Diversity and Inclusion, Health and Safety, Consumer Protection Law (CPL), Anti-Bribery and Corruption, Freedom of Speech, Academic Freedom, Prevent duty, Whistleblowing, Antislavery and financial tax avoidance); and **from legal obligations** (including contracts and other legal commitments).

2.5 **Performance review**

The Board of Governors undertakes regular reviews of performance concerning, for example:

- Institutional performance (e.g. against the five-year strategic plan)
- Institutional effectiveness and Key Performance Indicators (KPIs), benchmarked against other comparable institutions where appropriate
- The effectiveness of the Board of Governors, its committees and of its individual members
- Adequacy and effectiveness of the management structure and Senior Leadership Team

2.6 **Staff and Student Voice**

The Board ensures that staff and students are consulted, and involved in committees, creating opportunities to engage with the governance and management of the organisation, with student representatives invited as observers to Board meetings.

2.7 **Other areas of responsibility:**

- **Grievances** from staff and students where appropriate.
- **Welfare** and wellbeing of staff and students, including monitoring of Prevent duty
- **Subsidiaries** (if any) - the appointment of directors; compliance with requirements of company law and tax and VAT law.

3. **Delegation to the Chief Executive**

The Place Chief Executive, who also acts as Head of Institution and Accountable Officer, is accountable to the Board of Governors for the artistic, academic, corporate, financial, estate and human resource management of the organisation, and the establishing and keeping under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Chief Executive.

4. **Responsibilities of The Place/LCDS Academic Board**

The Academic Board of The Place London Contemporary Dance School is the senior academic body of the School and is accountable to the Board of Governors of The Place and to the validating university - University of the Arts London (UAL) - for ensuring compliance with the quality and standards of the higher education awards made by The Place and validated by UAL.

The Academic Board provides assurance to the Chief Executive and Accountable Officer and the Board of Governors that our academic strategy is fit for purpose and approves new additions and revisions to academic policy. Minutes are shared with the Board of Governors.

5. **Related documents**

- The Place Scheme of Delegation
- The Place Finance and General Purposes Committee – terms of reference
- The Place Audit Committee – terms of reference
- The Place Nominations Committee – terms of reference
- The Place Equity, Diversity and Access Committee – terms of reference
- The Place/LCDS Academic Board – terms of reference

- Succession Plan in the event of the unavailability of the Chief Executive and Accountable Officer
- Guidance on recruitment of The Place Senior Leadership Team
- Policy on the recruitment, reappointment and retirement of Governors

Lise Smith, Head of Governance

May 2025