

A vibrant, pink-lit nightclub scene. In the foreground, a man in a black tank top and black pants is captured in a dynamic, low-to-the-ground dance pose. Behind him, another man in a black tank top and blue pants is also dancing. The background is filled with other people, some holding balloons, and a neon sign that reads "Paradise". The lighting is a mix of bright pink and blue, creating a lively and energetic atmosphere.

shaper/caper

**Chair of Shaper/Caper**  
Recruitment Pack

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# Welcome from our Trustees

Dear Applicant,

Thank you so much for your interest in becoming Chair of the Board of Trustees at Shaper/Caper.

Being part of this team is a joyful experience, I give my time, skills, and experience - in return I gain inspiration, learning, and the privilege of supporting work that genuinely matters. Shaper/Caper is a small organisation with a big heart and a bold creative vision. I've seen first-hand the care, ambition and integrity that sit behind our work – and the real impact it has on artists, young people and communities.

We are now at a particularly exciting moment. Following multi-year funding from Creative Scotland and the success of productions such as Small Town Boys, we are looking ahead to our next phase of growth with confidence and ambition. This is a wonderful time to step into the role of Chair and help shape what comes next.

As Chair, you will lead a committed and thoughtful board, working closely with our artistic and executive leadership to set strategic direction, champion our values, and ensure the organisation continues to flourish. You will be an advocate for dance, for Dundee and for the artists and communities we serve. Your ability to build strong relationships, communicate clearly and create a supportive, well-governed environment will be central to our continued success. It is a role with responsibility and also with enormous reward.

We would be delighted to hear from you and to learn how your experience, perspective and passion could help lead Shaper/Caper into its next chapter.

**Victoria Simmons**

Trustee

On behalf of Shaper/Caper's Board of Trustees



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[www.shapercaper.com](http://www.shapercaper.com)

# We are Shaper/Caper

Shaper/Caper is a Dundee-based dance company and registered charity, developing the work of multi-award-winning choreographer, BBC Radio 2 Artist in Residence, and Clore Fellow Thomas Small. Our work has been recognised with awards including Inspirational Education and Outreach Work at the One Dance UK Awards (2020) and Overall Winner, Chamber Champion Award at the Dundee & Angus Chamber of Commerce Awards (2023). We are proud to be part of Creative Scotland's Multi-Year Funded Organisations Portfolio for 2025–28.

Our critically acclaimed productions have toured nationally and internationally, performing in Berlin, São Paulo, Düsseldorf, Brussels, and New York City. In April 2017, we presented *Within This Dust* to sold-out audiences at the 9/11 Memorial & Museum, NYC. We were commissioned to choreograph the opening of V&A Dundee, collaborating with Scottish Ballet and 500 young performers for an audience of 10,000, broadcast on the BBC.

Our latest production, *Small Town Boys*, is a multi award winning, immersive, show bringing the 1980s club scene, and a pivotal era of queer history under Section 28 and the AIDS crisis, to life. The production won The List's Best Dance, Physical Theatre and Circus Award (2025) and Proud Scotland's Creative Arts Award (2024), toured Scotland with support from Creative Scotland's Touring Fund, and featured in the 2025 Made in Scotland programme at the Edinburgh Festival Fringe, earning four 5-star reviews and two award nominations.

Over the past ten years, we have worked with more than 70,000 children and young people through our partnership with NHS Tayside, delivering the Well Good project in 116 primary schools across Dundee, Perth & Kinross, and Angus. We also run Dance for Parkinson's in Dundee and Fife, continuing the programme pioneered by Dance Base and Scottish Ballet. At Shaper/Caper, we believe the arts are essential to building cohesive communities and inspiring civic action for social change.



# Vision, Mission & Values

## Every Step Tells a Story...

Our work has three connected strands: artistic creation, creative experiences, and professional pathways.

We run creative programmes, workshops and performances that are inclusive and accessible. We nurture talent and provide opportunities for people to develop their creative practice and skills. We create high-quality productions that tour throughout Scotland and the UK.

Our work is inspired by stories and ideas from the people and communities we work with in Dundee and beyond.

## Vision

To contribute to a more socially just, connected, and empathic world through dance-theatre and creativity.

## Mission

To nurture spaces for innovation and creative thinking through dance-theatre that connects society and reveals the extraordinary in people.

Creative arts give us a safe, dynamic, and imagination-sparking space that helps us to understand and respond to the chaotic, unjust, hard, and wonderful world we live in.

## Our Values

**Kindness:** We use our resources to support the development of people and communities and we are generous with our time and skills. A culture of kindness is integral to our productions, workshops, classes, and social events.

**Respect:** We tell stories that show how cultural traditions, experiences, and systems of life can live in harmony. We learn about cultures and experiences different to our own. We continually develop and improve our practice to ensure that we offer safe, inclusive, and sustainable spaces.

**Collaboration:** Through collaboration, we develop the quality and sustainability of our artistic creation.

**Joy:** We work with people and communities to produce high quality performances, events, and workshops that spark joy. What people want to do, who they want to be and the stories they want to tell, shapes our work.

# Role Description

## Overview

As a charitable company registered in Scotland, the Trustees of Shaper Caper Ltd (Shaper/Caper) have duties under charity law and company law. The Trustees are responsible for the governance and the strategic direction of Shaper/Caper in pursuance of the charitable objects. The Board of Trustees offers guidance and expertise to the Executive Team.

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## Role Title

Chair of Shaper/Caper

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## Reports to

Board of Trustees

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## Location

The majority of the Chair's commitments can be fulfilled remotely, but attendance at some key meetings and events in Dundee will be expected.

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## Objective

The Chair will hold the Board, Artistic Director, Executive Director and management team to account for the Charity's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity.

The Chair will also support, and, where appropriate, challenge the Artistic and Executive Directors to ensure that the organisation achieves its agreed objectives.

They will act as an enthusiastic ambassador for Shaper/Caper, advocating for the organisation's vision and championing our values.

The Vice-Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

## Remuneration

The role of Chair is voluntary and unpaid, although expenses for travel and other costs may be claimed

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## Time commitment

The Chair's duties will require a commitment of around 1-2 days per month. This includes:

4 Board meetings per year (online)

4 Senior management team meetings per year (online)

1 Organisational development Day (in-person)

The Chair is also expected to have regular meetings with the management team, contribute actively between meetings, and represent the charity at various events.

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## Term

The Charity's Chair, and all Trustees, are appointed for an initial term of three years. The maximum term of service is three consecutive terms, or a period of nine years, at which time a Trustee must take a break of one year before being re-elected.

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# Principal Responsibilities

## Strategic Leadership

1. Provide leadership to the charity and its Board, ensuring that Shaper/Caper has maximum impact for its beneficiaries
2. Ensure that Trustees fulfil their duties and responsibilities for the effective governance of Shaper/Caper
3. Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for Shaper/Caper
4. Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
5. Ensure that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability

## Governance

1. Ensure that the governance arrangements are working in the most effective way for Shaper/Caper
2. Develop the knowledge and capability of the Board of Trustees
3. Encourage positive change and resolve any conflicts within the Board
4. Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, and which also reflects the wider population
5. Work within any agreed policies adopted by the charity

## External Relations

1. Act as an ambassador for Shaper/Caper
2. Maintain close relationships with key stakeholders and influence positively in order to achieve Shaper/Caper's objectives
3. Act as a spokesperson for the organisation when appropriate
4. Represent Shaper/Caper at external functions, meetings and events in partnership with the artistic and executive directors
5. Facilitate change and address any potential conflict with external

## Efficiency and effectiveness

1. Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
2. Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the Charity and that the Board takes collective ownership
3. Foster, maintain and ensure that constructive relationships exist with and between the Trustees
4. Work closely with the artistic and executive directors to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
5. Monitor that decisions taken at meetings are implemented

## **Relationship with the Executive Team and the wider Senior Management Team**

1. Establish and build a strong, effective and a constructive working relationship with the Artistic and Executive Directors, ensuring they are held to account for achieving agreed strategic objectives
2. Support the Artistic and Executive Directors, whilst respecting the boundaries which exist between the roles
3. Ensure regular contact with the Artistic and Executive Directors and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
4. Liaise with the Artistic and Executive Directors to maintain an overview of the Charity's affairs, providing support as necessary
5. Conduct an annual appraisal and remuneration review for the Artistic and Executive Directors in consultation with other Trustees
6. Ensure that the Artistic and Executive Directors have the opportunity for professional development and appropriate external professional support

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

## **Memorandum and Articles of Association**

1. This information should be read in conjunction with Shaper/Caper's Memorandum and Articles of Association (available on request from the Executive Director via [hello@shapercaper.com](mailto:hello@shapercaper.com)), as it sets out the legal status of the company.
2. The Articles of Association (along with the Memorandum of Association) govern the working of Shaper/Caper. They set out important information in relation to Members and Directors, how the company acts in general meeting and the types of decision it makes, and how communication takes place.
3. Members, Directors and Trustees are the same people for Shaper/Caper.
4. There must be no fewer than three Trustees (and therefore Members) and there is no maximum. The quorum needed for a meeting is three Trustees. A Trustee can resign at any time.
5. The company's objects are:
  - the promotion and development of the arts and culture, with the focus on dance, as entertainment, a leisure pursuit or career; using creativity as a tool to connect communities and enhance social justice, encouraging appreciation and participation by all sections of society; and
  - to provide and promote education and engagement of the public, both in dance and through dance, with a focus on creative learning.

## **Induction and Onboarding**

All new Trustees will be given an induction with the Executive Team and members of the Board of Trustees and be linked to a 'buddy' from the Board.

During this process you will:

- Meet with the Executive Team: Yolanda Aguilar, Executive Director and Thomas Small, Artistic Director who will introduce you to our projects and provide you with a financial overview
- Meet with Senior Management Team: Trustees Victoria Simmons, Aleksandra Webb, David Wright and the Executive Team (Thomas and Yolanda)
- Meet the Shaper/Caper team via Teams/Zoom or in person
- Complete a Trustee Registration Form and Declaration of Interests form
- Provide a biography and photograph for our website
- Receive copies of our Accounts, Trustees Annual Report, Business Plan and Minutes of previous meetings
- Receive documentation that details your legal obligations as a Trustee of a Charity along with advice regarding best practice

## Trustee Statutory Duties

According to The Scottish Charity Regulator (OSCR), all charity trustees have legal duties and responsibilities under The Charities and Trustee Investment (Scotland) Act 2005. A duty is something that you must do, and all the duties must be met. These duties are separated out into general duties, that set out a broad framework that all charity trustees must work within, and specific duties detailed in the 2005 Act. There are 4 general duties and 5 specific duties. Full guidance of being charity trustee in Scotland can be on OSCR's website at this [link](#) but an overview is provided here:

### General Duties:

- 1. You must act in the interests of the charity** - what this means: charity Trustees must do what is best for the charity. You must do what is best for the charity, not what is best for you or anyone in your family. You must put the needs of the charity before the needs of any other organisation or company that you are involved with.
- 2. You must operate in a manner consistent with the charity's purpose** - what this means: You must make sure the charity does what it is meant to do. Every charity has a set of rules that sets up the charity and says what the charity does and how it is run. This might be called its 'constitution' 'rules' or 'governing document'. They all mean the same thing. You must make sure that the other charity trustees and the people working at the charity follow the rules in the governing document. You must make sure that the charity's money is only used to do the things that are in the governing document.
- 3. You must act with care and diligence** - what this means: You must run the charity carefully. You must run the charity properly and make decisions carefully. You must make sure that the charity does not break any laws, like health and safety or data protection. You must make sure that the charity has enough money to pay staff and other costs. Charity trustees must all work together for the good of the charity. You must make sure that no-one is breaking the law by being a charity trustee and that the charity trustees are all doing what is best for the charity. You must make sure that any staff and volunteers are treated properly and fairly. You must make sure that people who are not connected to the charity do not use the charity's name and logo.
- 4. You must comply with the 2005 Act** - what this means: You must make sure the charity does not break the law. You must make sure that the charity follows the rules in the Charities and Trustee Investment (Scotland) Act 2005 and any other laws.

### Specific Duties

These are things that charities must do. All the charity trustees must make sure that these things are done.

- 1. Charity details on the Scottish Charity Register** - what this means: charity trustees must give OSCR the information it needs for the Scottish Charity Register. Like the name and address of the charity.
- 2. Reporting to OSCR** - what this means: charity trustees must tell OSCR if any of the charity's details change. Charity trustees must fill in a form about the charity each year. This form is called an online annual return. Charity trustees must send OSCR the charity's accounts each year. Charity trustees usually need to ask OSCR before they change the charity's governing document.
- 3. Financial records and reporting** - what this means: charity trustees must make sure that the charity keeps a record of the money it gets in and the money it spends. This will help the charity trustees know how much money the charity has to cover costs. Each year the charity must prepare their accounts and get them audited or examined. This means that someone who knows a lot about money, like an accountant, makes sure that the accounts are okay. A copy of the accounts must be sent to OSCR. Charities must keep a copy of the accounts for 6 years.
- 4. Fundraising** - what this means: charity trustees must make sure that anyone who raises funds for the charity has an agreement that says how much they will get paid to do it. There are rules about charity fundraising and charity trustees must make sure that the charity follows these rules.
- 5. Providing information to the public** - what this means: charity trustees must make sure that the charity's details are on all the charity's paperwork, like letters and the charity's website. Charities must give a copy of their governing document or latest accounts to anyone that asks for them.

# Meet the Executive Team

The day-to-day running of Shaper/Caper is managed by an Executive Team (Yolanda Aguilar and Thomas Small), supported by the Chair and Vice Chair of the Board.



## **Thomas Small** **Artistic Director**

In 2013, our multi award-winning Artistic Director, Thomas Small, was awarded the Creative Scotland Fellowship on the prestigious Clore Leadership Programme. As part of his fellowship, he worked at the Roundhouse in London, shadowing Chief Executive and Artistic Director Marcus Davey and was seconded to the V&A. Further, Farooq Chaudhry, the acclaimed Producer of Akram Khan Company and English National Ballet mentored him. Thomas was the first ever BBC Radio 2 Artist in Residence. Thomas was previously the Co-Chair at The Barn, a multi arts centre in Banchory, and is Chair of Dundee Pride. He was previously on the Board of Trustees at Federation of Scottish Theatre (FST). Thomas is a trained mentor through FST's Step Up programme. Thomas was the host of the 2021 One Dance UK Awards and was featured in The List Hot 100 in 2025.

## **Yolanda Aguilar** **Executive Director**

A trained actor and dancer worked with leading community dance practitioners in London after graduation, such as Adam Benjamin of CandoCo and Fergus Early at Green Candle Dance. In Scotland, she joined YDance for 3 years, became Artist in Residence at South Lanarkshire Council, and worked at Macrobert, where she won the main commission for M-Power youth festival, which resulted in a pioneer collaboration with the world-renowned company La Fura dels Baus. She has worked with Thomas since 2011 and graduated with a merit MA in Art, Festivals, and Cultural Management from Queen Margaret University. Yolanda was previously on the Board of Trustees of Federation of Scottish Theatre and Arts & Business Scotland.





**'There is such a broad scope to his work - it can span from mass participation events to high end performance at a major Arts festival. I was excited about spending time with Tommy on his amazing artistic journey throughout the year of events on BBC Radio 2.'**

Claudia Winkleman,  
BBC Radio 2 Presenter

Dancer Ruth Mills in Thomas Small's Shakespeare Shuffle for the BBC Shakespeare Festival

# Meet the Board of Trustees

**Allan McIntyre** (Photo 1) began his training as a Dancer at The Space, Dundee, before transferring to complete his studies at Laban, London. Allan has worked in various roles including Fife Cultural Trust's Dance Development Coordinator and Youth Arts Development Coordinator at Aberdeen Performing Arts. He then worked as the Creative Industries Producer at the V&A Dundee before working as Creative Activities Manager at Macrobert Arts Centre. Allan is currently undertaking a proof of concept piece of work with Shaper/Caper scoping a General Manager role for the company.

**David Wright** (Photo 2) is currently a Relationship Manager, Theatre at Arts Council England working with a range of theatre organisations and makers in London, giving funding advice, and assessing grant applications to the National Portfolio and Solicited Grant programmes. He was previously responsible for assessing applications to Arts Council England's Lottery Project Grants fund. Clients include National Portfolio Organisations, organisations, statutory authorities, and individuals. He was previously Deputy Director at National Dance Company Wales and General Manager at Citymoves. Member of the Senior Management Team.

**Jenny Rutter** (Photo 3) is a fellow on the coveted Clore Leadership Programme. Jenny is a Producer with 2 decades' experience developing creative practice in the Northwest of England. Her career has included local government regeneration & creative industry roles as well as managing and producing a wide variety of arts programmes, including major festivals and events. Most recently, she worked with two Arts Council England Creative People and Places programmes, LeftCoast in Blackpool and Super Slow Way in Pennine Lancashire, where she organises the British Textile Biennial.

**Dr Aleksandra Webb** (Photo 4) Aleksandra is a lecturer in the School of Business and Creative Industries at the University of the West of Scotland and a Fellow of Higher Education Academy. She holds a PhD in Cultural Management from the University of Stirling. She is a dedicated educator, mentor and supervisor with over a decade of teaching experience in Higher Education. She has worked as a researcher in both academic and applied contexts (including the STUC-Scottish Government Women and Work Project), and presented her work to a variety of academic and professional audiences. She has carried out research and evaluation for national and supra-national bodies such as the Scottish Government, the Scottish Trades Union Congress, Creative Scotland and the European Commission. Member of the Senior Management Team.

**Victoria Simmons** (Photo 5) Victoria lives just on the border between West Yorkshire and North Yorkshire, but was born in Perthshire and grew up in Orkney. She works for the NHS commissioning body in Bradford District and Craven leading on communications and engagement activity across the breadth of health and care, operating flexibly in response to system pressures, managing and developing our team, and ensuring everything they do is shaped by shared insight about the lives and experiences of our population. Her work is all about people and their stories; she sees it as her job to build empathy between the 'system' and the people we serve. Developing dialogue with communities can help tackle inequalities and injustice: by ensuring that decision-makers and policy-shapers see the realities of people's lives; and informing, inspiring, and inverting the power to act so that people can create change for themselves. She thinks this is a great connection with the Shaper/Caper Mission. Member of the Senior Management Team.

**Yolanda** (Photo 6) and **Thomas** (Photo 7) are also Trustees (biographies provided in section 'Meet the Executive Team'). Members of the Senior Management Team.





# Person Specification

## PERSONAL QUALITIES

1. Demonstrate a strong and visible passion and commitment to the arts and Shaper/Caper's vision
2. Personal gravitas to lead a growing organisation and influence national/local stakeholders
3. Exhibit strong inter-personal and relationship building abilities
4. Demonstrate tact and diplomacy, with the ability to listen and engage
5. Strong networking capabilities that can be utilised for the benefit of the charity
6. Ability to foster and promote a collaborative team environment
7. Ability to commit time to conduct the role well, including travel and attending events out of office hours

## EXPERIENCE

1. Experience of operating at a strategic leadership level within an organisation
2. Successful track record of achievement through their career
3. Experience of charity governance and working with or as part of a Board of Trustees
4. Experience of external representation, delivering presentations and managing stakeholders
5. Significant experience of chairing meetings and events

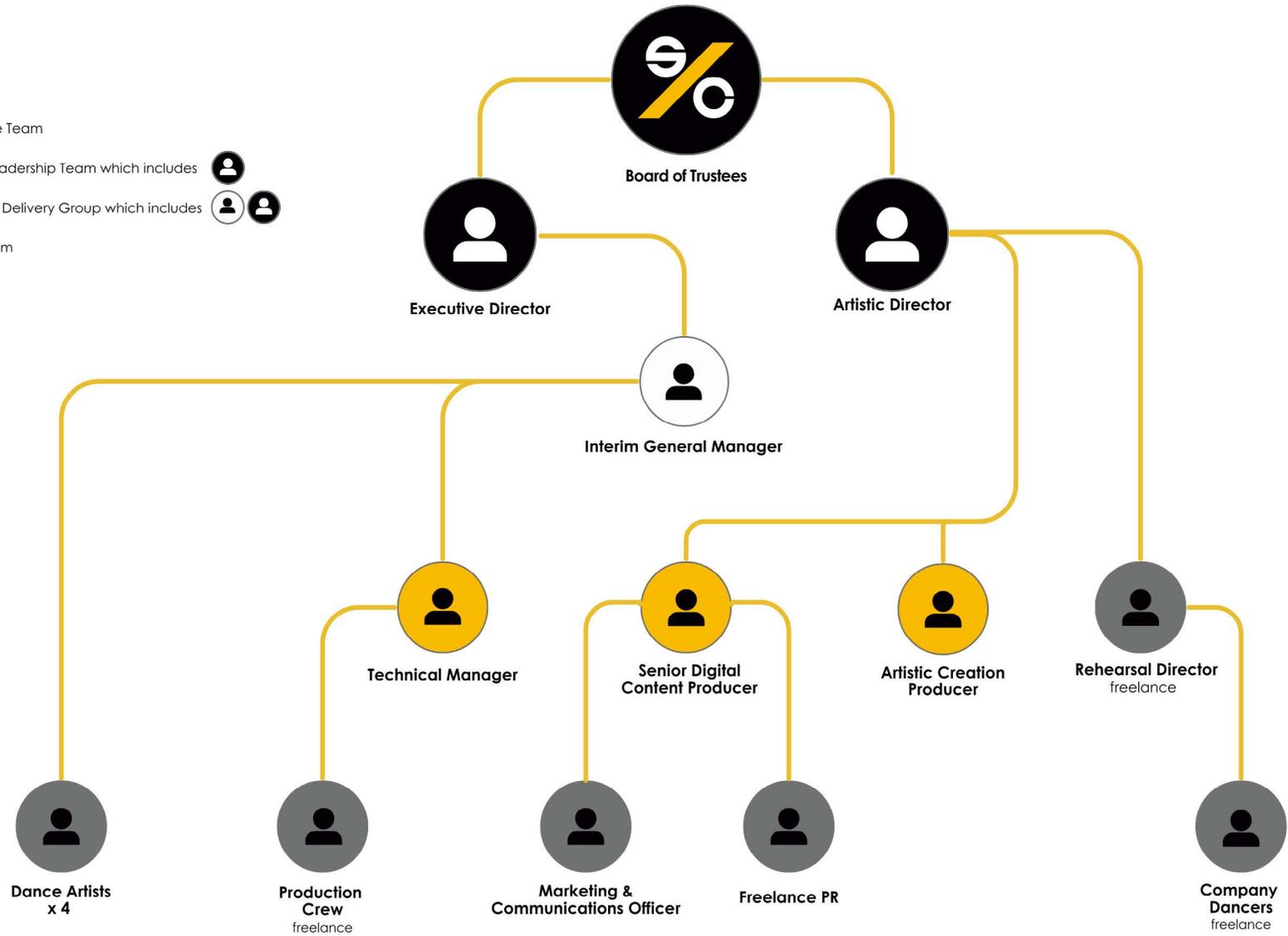
## KNOWLEDGE & SKILLS

1. Broad knowledge and understanding of the arts sector and current issues affecting it
2. Strong leadership skills, ability to motivate staff and volunteers and bring people together
3. Financial management expertise and a broad understanding of charity finance issues
4. Good understanding of charity governance issues

# Organigram

## Key

-  Executive Team
-  Senior Leadership Team which includes 
-  Strategic Delivery Group which includes  
-  Core Team



# Application Procedure

To apply, please send a written or recorded (either audio or filmed) statement outlining your suitability for the role, why you are applying for this role and what skills and qualities you will bring to the role. Please also share your CV to illustrate your skills and experience. You can do this as either a written statement (2 sides of A4), a voice note (5 mins max) or as a video recording (5 mins max) that can be sent to us.

Please send to Thomas Small, Artistic Director at [thomas@shapercaper.com](mailto:thomas@shapercaper.com)

**We would love to invite anyone who is interested in joining the board to attend our 10th Birthday Party on Thursday 5th March at 7pm in Dundee. Please get in touch for details. Please don't worry if you can't attend this evening, we are happy to look at other opportunities for you to visit our work.**

In preparation for your application, and for more information about the company we recommend that you visit [www.shapercaper.com](http://www.shapercaper.com)

Pre-application discussion: If you'd like an informal chat about the role or have any questions about the job description please email [thomas@shapercaper.com](mailto:thomas@shapercaper.com) to arrange a chat.

## Key Dates:

<b>Friday 27th March 2026 at 5pm</b>	Deadline for applications
<b>Thursday 2nd April 2026</b>	Shortlisted applicants notified
<b>13th - 17th April 2026</b>	Opportunity for shortlisted applicants to meet with Executive Team
<b>6th and 7th May 2026</b>	Interviews
<b>Friday 15th May 2026</b>	Outcome notified



## **Shaper/Caper**

Unit 6 Manhattan Works,  
Dundee DD3 7PY  
T: 01382 413 007

Company No. SC502566  
Registered Charity No. SC047014

[www.shapercaper.com](http://www.shapercaper.com)

Photos by: Steven Brown, Maria  
Falconer, Mairi Fleck, Laura  
Mumby, David Montieth-Hodge