



PARENTS & CARERS
IN PERFORMING ARTS

BOARD OF TRUSTEES OPPORTUNITIES



PIPA KNOWS THAT A TRULY WORLD CLASS PERFORMING ARTS IS INCLUSIVE OF ALL TALENTS AND CIRCUMSTANCES.

So we work together to amplify the voices of parents and carers across all the performing arts. We encourage a new mindset, that parents and carers enrich our industries. We show what's possible. We respect and value what everyone brings to PiPA.

We're looking for a number of new Board members, including a Treasurer, who are passionate about our work, and who can bring new perspectives and diverse lived experience to our team, to help us to lead change to create more inclusive employment of parents and carers across our industry.

Trustees are the final decision-makers of our charity, and have final responsibility for its success or failure. The board's main job is to set direction and have oversight of what's going on, offering our co-CEOs strategy, scrutiny, and support. Trustees are unpaid volunteers, although we do reimburse any reasonable expenses that you incur.

"If we do not support parents and carers in our industry, there will be a kind of homogenisation, and all you will see will be the same kind of "you", and that is not exciting. We've all got different stories to tell."

- Noma Dumezweni, actor and PiPA Ambassador

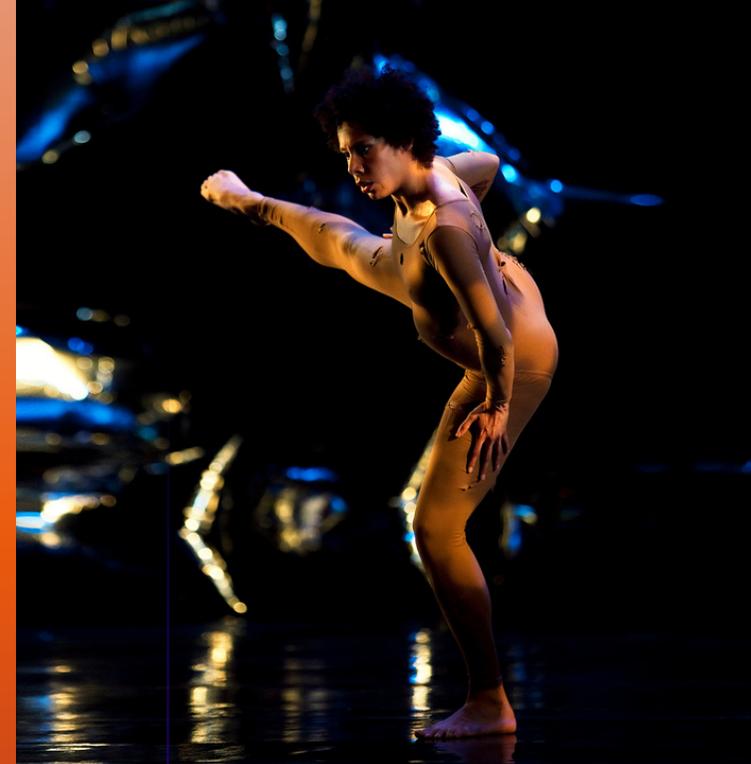


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THE CHALLENGE WE ALL FACE

Diversity is the life-blood of the performing arts. But the out-dated structure and fragile funding of the industry is highly challenging, especially to parents and carers.

We have to modernise the industry, address quality of working life, long-term resilience and sustainability within a highly dynamic and complex environment - in which caring responsibilities can be the canary in the coalmine. Two major challenges to the industry are diversity and stress - because we do not think enough about the way we do things.

- Tony Peers, HR Director, National Theatre



Greater diversity on stage, among performers and creatives, means that more stories are told, that audiences see themselves and their lives represented, reflected, interrogated. Reaching and engaging more diverse audiences means the performing arts can be owned by all of us, and opens the door to future talent from all walks of life in our four nations.

Backstage, front of house and administration struggle to attract and retain the key skills which are necessary to enable the show to go on at all.

PiPA research adds weight to the priority placed by the Arts Council England on investing in diversity and inclusion. Trained, experienced and committed professionals leave the industry because it is so hard to maintain a career as a parent or carer. Long, anti-social hours, lack of affordable, flexible care, low wages and the last minute nature of the industry make it almost impossible to continue working without significant social capital in the shape of a well-paid partner or local family support.



WHAT WE HAVE ACHIEVED SO FAR

We are five years old and we have achieved a lot, but with many more challenges ahead of us.

We are committed to finding active solutions and making real change happen. At the core of how we do this is the PiPA Best Practice Charter.

This set of guiding principles for all professional performing arts organisations enables the development of supportive working practices which are inclusive and accessible for those with caring responsibilities. The aim is to empower organisations to identify unique working practices and opportunities that are appropriate and sustainable within the specific remit of each organisation.

We have created a powerful network of theatres, opera, dance and music organisations - our PiPA Charter Partners - working, creating and learning together; supported by a wide range of industry bodies - our PiPA Strategic Partners - who amplify our findings and increase our impact.

PiPA Charter Partners include the National Theatre, Royal Liverpool Philharmonic, the RSC, Nottingham Playhouse, Opera North, Sadler's Wells, the Edinburgh Festival Fringe Society.

PiPA Strategic Partners include Equity, One Dance UK, Help Musicians, Federation of Scottish Theatres, Actors' Children's Trust, Sonia Friedman Productions, Musicians Union.



OUR WORK IS BACKED UP BY POWERFUL RESEARCH

Covid Impact Report 2021

The research investigated the impact of COVID on parents and carers working in Music, Dance, Theatre and Opera and specifically those already facing additional barriers to work. Two thirds of respondents were considering abandoning their career. Women, D/deaf and disabled people and solo parents and carers have been hit the hardest, reporting a lack of Government support with many experiencing a mental health crisis.



Backstage Workplace Survey 2020

Research supported by the Department of Organisational Psychology at Birkbeck University revealed significant challenges for backstage workers – particularly for women and those with caring responsibilities - and risks for employers, arising from the high demands of job roles, unique working conditions and a lack of structured support.

Balancing Act 2019

Also with Birkbeck, we investigated the link between caring responsibilities and career progression in the performing arts, to inform necessary steps for a collective approach to increasing business resilience by supporting the carer and parent workforce in the industry.



Best Practice 2017

PIPA's first Best Practice Research Project was undertaken in partnership with The Royal Central School of Speech and Drama. We investigated barriers facing parents and carers working in the theatre industry, identified their needs and reviewed existing supportive practices that could be shared, developed and trialled between participating theatre organisations across the UK.



OUR PLANS FOR THE FUTURE

1) Over the past five years we have been developing the PiPA Charter and Charter Programme, a framework delivering proven results for organisations working towards the Charter. There are many similarities, as well as opportunities for cross-sector development. The foundations for this work are in place for Music, Dance and Opera, the development of which will be a key focus over the next few years as we aim to deliver and embed sector specific programmes.

2) PiPA is committed to supporting organisations who work with and represent underrepresented groups in the performing arts, ensuring that we affect change for the widest possible talent pool of parents and carers. A focus for the next couple of years is to work with a much wider range of organisations, both in terms of size and scale and rooted in different communities.

3) Our research, both before and during Covid, has identified the extent to which people who face additional barriers to work are even further marginalised by caring responsibilities. Parents and Carers who are D/deaf and disabled, women, solo carers or those whose circumstances have prevented them from advancing in the profession are especially vulnerable. We are committed to amplifying their experience and identifying targeted support in collaboration with our partners.

Our new Treasurer and Trustees will play a crucial role in shaping and supporting this work and our future strategy.

OUR COMMITMENT TO INCLUSION AND DIVERSITY

Inclusion and diversity are core to PiPA. To best deliver our charitable objectives we must operate by the values we promote. PiPA will be an open door to all parents and carers in the industry, enabling true inclusion of all backgrounds and perspectives in our work and how it develops. And we shall also create change across the full diversity of all performing art forms - theatre, opera, orchestra, live music, dance - by engaging with the people who create and work in them.

The PiPA Board is publicly accountable for our inclusion and diversity strategy, and its delivery is a Board priority.

It is a continuing work in progress, and an active item at our quarterly Board meetings. Each area of PiPA's work is both informed by and delivered against it. The joint CEOs and Board members share responsibility for identifying and agreeing measurable criteria against which we can assess our progress.

In addition, we review the strategy in full and formally every two years, to check that it continues to tie back to and strengthen our current strategy and business plan, and that it continues to reflect and develop best practice.

What this commitment to diversity means for PiPA:

- We work together to amplify the voices of parents and carers
 - We commit to reaching, hearing and understanding the full diversity of parents and carers, including those who might experience disadvantage because of their age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership, pregnancy or maternity, or socio-economic disadvantage.
- We encourage a new mindset, that parents and carers enrich the performing arts
 - We commit to ensuring that the examples, case studies and illustrations we use reflect and promote the diversity of parents and carers working in the performing arts
- We show what's possible
 - We commit to authentically doing ourselves what we ask others to do, in our employment practice, recruitment, governance and conduct as an organisation.
- We respect and value what everyone brings to PiPA
 - We commit to creating an environment where everyone feels that they have a voice, whether staff, trustees, ambassadors, service users, industry partners, funders or donors of time or money.





THE SKILLS AND EXPERIENCE WE ARE LOOKING FOR

PiPA has a small staff team of six, led by co-founders and co-CEOs Anna Ehnold-Danailov and Cassie Raine. Turnover this year is expected to be c£200,000, split roughly 55/45% between grant funding and subscriptions and donations from Charter and Strategic Partners).

So we are small, for now. But we have ambitious plans.

So our main strategic challenge is business development, how to scale up our service delivery, while maintaining the close, high quality, personal support we offer our Charter Partners. And how to scale up ourselves, without compromising our family friendly and highly flexible working model. Your **experience of scaling up an organisation, or developing and rolling out a national programme**, will really help us.

We also want to reduce our dependency on grant funding, so we'd be interested in new Trustees with **experience of developing income streams and new services**, perhaps including digital and apps.

This year we begin working with partners to take the tried and tested Charter Programme beyond its roots in theatre, to create tailored programmes for Dance and Music. We are particularly keen to add the perspectives of trustees **whose background is in Dance (especially if your experience is not in a building-based company) and in Opera**. You may be a performer, a creative, or have a technical or managerial role.

Our aim over the next three years is to significantly extend the reach of our support to performing arts organisations, and within this to massively increase the number, different scales and diversity of organisations that we work with.

We want to be ready to work with this more diverse range, so **we are looking for new Trustees who understand the challenges that come from being rooted in different communities and/or working on different scales.**

In addition to the skills they bring, one of the most important things about trustees is how different they are from one another, and the different perspectives they bring.

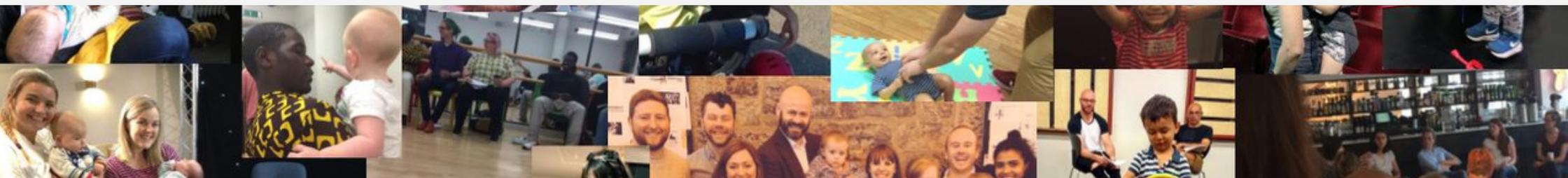
We're committed to being more representative, to making space for a wider range of voices and lived experience within our Board and staff team. Ensuring that the diversity of our Board reflects the diversity of the communities within which we operate and for whom we claim to speak, is a key part of this, and so we're particularly keen to hear from people from a **culturally diverse background (including Black, Asian, Dual Heritage and Other Ethnic Groups); D/deaf & Disabled people; people from a working class background; and/or who are fathers or male carers.**

Diversity of experience, thought and voice adds immeasurable strength to our Board. So we will take these factors into account when making appointment decisions.

We recognise that, **to ensure that anyone can get involved in our Board, we need to be open to changing the way we do things and how we support trustees, to remove any barriers that may exist.** So, if you're interested in this opportunity but are unsure whether your geographical location, your employment status or working pattern, your access needs, or caring responsibilities might prevent you from getting involved, we'd urge you to get in touch and let us think about how we can change.

We warmly welcome applications from those who are **new to trustee/ Board work** as well as individuals who have a **proven track record in governance roles.**

Overall, we're looking for people who **share our passion** for the performing arts and for diversity; who see, as we do, the overpowering imperative for the industry to become more inclusive as an employer of parents and carers.



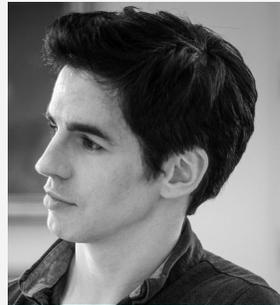
TRUSTEE ROLE

Charity governance is a balanced relationship between the employed staff (in our case, our co-CEOs) and the volunteers on board of trustees. This team is responsible for directing the affairs of a charity, ensuring that it is solvent, well-run, and delivering the intended charitable benefits.

Trustees are required to:

- Ensure that PiPA complies with its governing document, charity law, company law and any other relevant legislation
- Ensure that PiPA pursues its stated objects, and that it uses its resources exclusively in pursuance of its objects
- Ensure the effective and efficient administration of the charity, including maintaining proper financial control and stability
- Appoint the Chief Executives and monitor their performance.
- Contribute actively to the Board's role in giving firm strategic direction to the charity, setting overall vision, mission and values, defining goals and setting targets and evaluating performance.
- Maintain and ensure effective Board performance.
- Safeguard PiPA's good name and values
- Protect, manage and adequately insure the PiPA's property and funds
- Approve and monitor the implementation of internal policies (which include Health & Safety, Equality & Diversity, and Grievance & Disciplinary procedures) and ensure that risk assessments for all aspects of the business are undertaken/updated effectively

As well as these formal responsibilities, you'll be actively involved in charting PiPA's future direction, using your specific skills, knowledge or experience to help the CEOs reach sound decisions. This may involve scrutinising Board papers or documents prepared by advisers; leading or taking part in discussions; focusing on key issues; and providing advice or guidance on new initiatives where you have particular expertise or knowledge.



We expect all trustees to have an awareness of, and adhere to, what are known as the Seven Principles Of Public Life – namely Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty & Leadership.

TREASURER ROLE

A key role in PiPA's effective governance is that of the Treasurer as an 'office-holder' among the charity trustees. While financial matters are the responsibility of all trustees, it is often the Treasurer that the other trustees look to on all aspects of the charity's financial management and reporting.

In addition to the responsibilities of every Trustee, the Treasurer is also asked to:

- Monitor the financial administration of the charity and report to the board of trustees, in compliance with the governing document;
- Oversee the charity's financial risk-management process;
- Be responsible for board-level liaison with the external auditors on specific issues such as the Auditors' Management Letter and the related board representations.
- Oversee and present budgets, internal management accounts and annual financial statements to the board of trustees;
- Ensure that proper accounting records are kept, financial resources are properly invested and economically spent;
- Liaise with relevant members of staff (our co-CEOs and our finance manager);
- Chair the monthly finance committee call and report back to the trustees;
- Monitor and advise on the financial viability of the charity;
- Oversee the implementation of and monitor financial systems;
- Advise on the financial implications of the charity's strategic plan



TREASURER ROLE cont.

To take on this role successfully, you will need:

- Up to date knowledge and experience of finance practice relevant to small charities, including the Charities Statement of Recommended Practice.
- Knowledge of bookkeeping and financial management.
- Good financial analysis skills.
- Ability to communicate clearly financial information to those who may have little or no financial background
- Integrity, independence of thought and judgement, being prepared when necessary to make unpopular recommendations.
- The ability to work well as a team member.

It is not necessary for the Treasurer to be a qualified accountant, as long as you do have current experience of charity financial management.

THE COMMITMENT WE ARE LOOKING FOR

In terms of time commitment, Board Meetings are generally quarterly. Over the past year, they have tended to be held over Zoom. We shall be re-assessing this, as Covid restrictions ease, and expect to revert to the more conventional three hours in person model, albeit with the expectation that some Trustees may find it more convenient at times to participate remotely. In person meetings have in the past mostly been held in London, and also in Bristol and Nottingham. Future locations will be agreed by the Trustees, to reflect where people are based and taking into consideration the time costs of travelling to in-person meetings.

In addition, there is generally an annual, in-person, strategic planning/development day.





Finance meetings are currently held monthly by Zoom, to review management accounts and other financial matters. All Trustees have a standing invitation to join these meetings. The frequency of the finance meetings is expected to reduce, probably to quarterly.

There is also the opportunity to be involved in other sub-groups of the Board (at the moment, we have committees responsible for governance, HR and remuneration, which meet as required or, in the case of remuneration, annually); and in occasional task-and-finish working groups. We anticipate that almost all of these activities will continue to be carried out via Zoom and email.

The Treasurer will be required to give additional time to support the co-CEOs and finance manager, particularly in preparation for the monthly finance calls.

Trustee roles are unpaid, but any expenses you incur as a result of your participation on our Board will be reimbursed to you, as long as we have agreed them with you in advance.

Trustees serve a three year term of office, and may be re-appointed to serve no more than two further terms, giving a maximum time on the PiPA board of nine years.

HOW TO FIND OUT MORE

Look at our website www.pipacampaign.com where you'll find a wide range of information about PiPA, details of our extensive projects, and recent news stories.

We're also happy to arrange an informal phone call or Zoom chat with one of our current trustees and/or one of our co-CEOs, Anna Ehnold-Danailov and Cassie Raine, so drop us an email at Kandy@pipacampaign.com and we'll arrange a convenient time.

If you would like a copy of our most recent management accounts, please also drop an email to Kandy.

If you have not been a Trustee before, and would like to know more about what's involved before applying, there is a wealth of information at www.gettingonboard.org.

HOW TO APPLY

Please complete a short application form on our website pipacampaign.org/resource/boardopportunities.

Record up to five minutes (audio or video) or write up to two pages telling us about:

- Why you're interested in joining our Board
- How your experience (professional, personal or both) will help us achieve our plans for the future (please refer particularly to 'Our plans for the future' and 'The skills and experience we are looking for' sections above)
- Two things you would like to learn from being a Trustee

The closing date for applications is: 9am on Monday 26th April

Access Support

If you require access support in order to apply, please email Kandy@pipacampaign.com

If you are shortlisted, interviews will take place by Zoom during the week commencing 3rd May.

We'll contact everyone who expresses an interest to let them know the outcome of their application and, if requested, to offer feedback.

