



## Trustee Application Pack 2018

### **About Pie Factory Music**

#### Our vision:

“Using music to change the lives of young people.”

#### Our mission:

To develop and contribute to the empowerment of children and young people by enabling them to participate in learning and creativity through accessible and affordable music and related arts activities.

#### Our aims:

We wish to provide services which:

- **Reduce barriers to participation:** Create a space for learning that is safe, accessible, inclusive and unthreatening.
- **Increase social inclusion:** Help promote positive views of people and their actions/behaviour in our communities.
- **Increase social responsibility:** Help encourage young people to understand their social responsibilities as part of the communities they live in.
- **Encourage creativity:** Exploring music making in its widest sense, encourage experimentation and pushing of boundaries, creating new and original styles and lyric writing. Promoting positivity and challenging the glorification of violence, bullying, etc.
- **Increase employability:** Provide skills, qualifications, attitudes and knowledge to help in further education and/or employment.

#### Who we work with

The predominant beneficiaries of Pie Factory Music’s provision are children and young people aged 0-25 who face challenging circumstances, such as those in care, young people with disabilities, and those who face emotional and social difficulties. We know from evidence-based research, district statistics and experience that those in the above categories are far more likely to have or be at risk of developing mental health issues and achieve lower educational outcomes. We know that mental health issues and low educational attainment are compounded where one or more of the following factors are present in a young person’s life: domestic violence, behavioural issues and poor relationships. This is further aggravated by the presence of one or more of the following factors within a young person’s family: substance misuse, domestic violence, parenting issues and housing/financial issues. This research informs us that working collaboratively with other organisations that tackle some of the above issues will always lead to better holistic support for the children and young people we work with, and their families.

#### What we do

We currently hold two youth service contracts commissioned by Kent County Council in Thanet and Dover, and provide a varied programme of open-access sessions

throughout both districts. In 2017 we engaged with 2,500 young people through these centre- and street-based sessions.

We also offer the following:

- Creative interventions
- Bespoke workshops
- Training and development
- Equipment and venue hire

Projects have included:

- Vocal Babies: an early years music project involving families, children's centres, and incorporating a CPD programme for practitioners.
- Vocal Expressions: workshops for children and young people focusing on singing, songwriting and performing.
- The Live Room: collaborative space for young musicians and producers where our recording studio is available for use.
- Band Factory: workshops focusing on band development and performance skills.
- Soundbite: a pop-up music cafe run by young people alongside adults with learning disabilities.
- House: a drop-in youth cafe for young people .
- Sounds Fun: a stream of work to support Children in Care by providing creative opportunities which build resilience and confidence.

Partners have included:

- Arts and cultural organisations
- Schools and non-mainstream education providers
- Local authorities
- District councils
- Health service
- Kent Police
- Emergency services
- Community and voluntary organisations

#### What we have achieved

- Over 125,000 workshop spaces have been filled since 2001.
- Secured over £4 million in funding for Thanet and East Kent.
- Delivered projects in a variety of locations including schools, Pupil Referral Units, youth and community centres, residential care homes, and sports arenas including the Copper Box Arena in London.
- Contributed to community events and festivals on a district, regional and national level.
- Selected to be part of a research project in partnership with Creativity Culture and Education, National Children's Bureau and OPM (research and consultancy organisation) looking at whether participation in arts projects increased the resilience of children in care in 2012-13 (the evaluation report can be accessed here - <http://www.opm.co.uk/wp-content/uploads/2014/02/CCE-NCB-Evaluation-Final-Report.pdf>).
- Establish and manage the cross-sector Engage Youth Partnership, which was key in developing and implementing the Thanet Youth Strategy 2013-15.
- We have a strong ethos of professional progression and development, and at least 30% of the current workforce were first involved with the organisation as participants themselves.

## Message from Chair of the Board of Trustees

I am delighted that you are interested in joining Pie Factory Music as a Trustee. This is an exciting time to consider joining our team as we look to the future and continue to make a real difference to the lives of children and young people.

The districts of Thanet and Dover, where we are currently focusing the majority of our work, face some of the biggest challenges of the county. Thanet has the highest Index of Multiple Deprivation score (IMD) - the official measure of relative deprivation for small areas in England<sup>1</sup> - with a score of 30.8%, with Dover following closely behind with a score of 21.6% - the fourth highest score in the County.

Our challenge is to deliver a range of services for young people that are creative, empowering, and offer support to overcome the deprivation they face.

Pie Factory Music is extremely grateful for the contribution and support of its Board of Trustees and values the diversity of skills and ideas that each member brings. We're looking for people who can challenge constructively, who are willing to learn, and who want to drive our vision and mission forward.

This Trustee recruitment pack provides further information about Pie Factory Music and the work that we do along with details on the Trustee roles required and how to apply.

Yours Sincerely,

Christina Clark-McQuaid  
Chair

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<sup>1</sup> The Index of Multiple Deprivation (IMD) combines information from the following seven domains to produce an overall relative measure of deprivation: income deprivation; employment deprivation; education, skills and training deprivation; health deprivation and disability; crime; barriers to housing and services; and living environment deprivation.

## **Background to the role**

Our Trustees work with the Managing Director and Senior Management Team to take overall responsibility for everything that Pie Factory Music does, acting collectively and effectively in its interests by giving strategic direction, and determining and safeguarding our mission and vision.

Trustees take decisions required for the organisation's proper control and management, ensuring compliance, good governance and adequate financial resources for our activities, and protect our assets and property. They also ensure that risks are managed prudently, act as a responsible employer, and uphold the principles of equality and diversity.

The Board of Pie Factory Music currently comprises of four members with a skill base including: health and social care, arts management, finance, and business.

Over the last five years we have started to explore the world of commissioning and are one of a few arts organisations to have secured sizable youth service contracts with a local authority. Due to the size and scale of these current contracts, and in the light of the changing landscape of our sector, it is recognised that Pie Factory Music is currently transitioning from a small to a medium sized charity. We are seeking to develop our Board membership at this critical time to build on its firm foundations and help take the charity to the next level.

In order to compliment the current makeup of the Board of Trustees, Pie Factory Music is looking for specific skills in one of the following areas, but welcomes interest from those in other fields:

- 1. A charity professional** - an individual with a 360° view of managing a charity. Running a charity presents a unique set of opportunities and challenges. We are looking for someone with excellent experience in this area, who is either currently involved in the running of a successful charity or has been previously.
- 2. A Business strategy / sustainability planning expert** - to develop PFM's business planning and strategic work.
- 3. A HR professional** - an individual with knowledge and experience in HR management to ensure that we continue to support and develop our staff team as we grow.
- 4. A finance and/or accountancy professional** – an individual with experience and skills in robust financial management.
- 5. A legal professional** – an individual with knowledge of legal issues to lend guidance in assessing liabilities or risk, and to signpost legal needs as they arise.
- 6. A fundraising expert** – a well-connected individual, able to support the fundraising activities of the senior management team and encourage others' support or a fundraising professional, from any background.
- 7. A digital engagement and marketing expert** - to support the continued digital growth and innovation within the organisation and its programme.
- 8. A monitoring and evaluation expert** - to support the robust monitoring and evidencing of impact, allowing the charity to illustrate the difference it is making to young people.

Trustees are not expected to confine themselves to one area of expertise and all board members are invited to engage with all aspects of Pie Factory Music's

work. We should also add we are based in East Kent and seek a board that understands, values and reflects our area.

## **Expectations**

Board members are expected to attend around six meetings a year, which are approximately two hours in length and are currently held in the evening, however, there may be some flexibility around this and we are open to the use of digital platforms for meetings when travel is an issue. . In addition, Trustees occasionally act as advisors to staff leads on specific projects related to their areas of special expertise, and represent our charity at events and networking meetings.

Board members are required to respond to important communication between scheduled meetings. Actions agreed during board meetings are expected to be completed by agreed deadlines.

We expect our board members to actively contribute in meetings. This includes:

- **Preparation:** Reading board papers, which are sent in advance, and trying to resolve points of clarification before the meeting (where possible).
- **Punctuality:** Attending and arriving on time.
- **Listening and questioning:** Be willing to question and challenge, yet be supportive of other people's contributions.
- **Supporting decisions:** Remain loyal to the decisions of the board – even where you may not have agreed with the decision.
- **Maintaining confidentiality:** With regard to board discussions and papers.
- **Being action driven:** Agree to fulfil actions between meetings so that progress is ongoing and developments can be reported back at following meetings.
- **Engaging with the organisation:** Develop a knowledge of the organisation and the wider youth arts sector, and support the Managing Director and Senior Management Team. Attend key events and promote the work of the organisation to stakeholders, funders and the wider public.
- **Acting as an Ambassador:** Raising the profile of Pie Factory Music and its work through events, meetings and social media platforms.

## **What's in it for you**

In return for your commitment we offer the following:

- A full induction.
- Regular training and development opportunities.
- The opportunity to meet and work with other talented, motivated and inspiring people, expanding your networks and connections.
- The opportunity to be part of improving the lives of young people in East Kent through building high-quality, creative and relevant services.
- The opportunity to inspire and enrich your own life, both personally and professionally, via your experiences with Pie Factory Music's work.

## Trustee Role Description

**Role:** Trustee

**Remuneration:** The role of Trustee is voluntary, however reasonable out-of-pocket expenses will be reimbursed

**Location:** Meetings will be held at Pie Factory Music in Ramsgate (we are open to the use of digital platforms for meetings when needed)

**Frequency of meetings:** Approximately six meetings a year

**Term:** Three years

**Reporting to:** Chair of Trustees

### Key Responsibilities

1. To ensure that the charity has a clear vision, mission and strategic direction, and is focused on achieving these.
2. To take responsibility, with the Managing Director, for the charity's performance and culture.
3. To ensure the charity complies with all legal, regulatory, and contractual requirements.
4. To act as guardians of the charity's assets by taking due care of their security and proper use.
5. To ensure that the charity's governance is of the highest possible standard.

These responsibilities are expressed below with indicative activities:

#### **1. To ensure that the charity has a clear vision, mission and strategic direction, and is focused on achieving these**

- To agree the vision, mission and strategic plan, and ensure that there is a shared, common understanding of these across the organisation.
- To ensure that the business, operational and other plans support the vision, mission and strategic priorities.
- To ensure that decisions reinforce the vision, mission and strategic priorities.
- To ensure that the Managing Director's annual objectives and longer-term targets support the achievement of the vision, mission and strategic priorities.
- To ensure that policies and procedures support the vision, mission and strategic priorities.
- To ensure that the following mechanisms are in place to:
  - Listen to the views of current and future beneficiaries
  - Systematically review the external environment for changes that might affect the charity
  - Regularly take stock of the needs met by the charity's services
  - Regularly review its strategic plans and priorities

#### **2. To take responsibility, with the Managing Director, for the charity's performance and culture**

##### Performance

- To agree objective measures for the charity's progress in relation to its vision, mission and priorities.
- To commission regular reports on the charity's performance, including from the Managing Director.

##### Culture

- To provide leadership in the values it embodies and the culture it fosters.

- These will in turn be reflected in the way that staff and volunteers work.
- To help articulate the charity's values and ensure these are expressed and reflected in all its work.
- To ensure that participant's views on the charity's effectiveness are regularly gathered and considered by the Board.
- To create and support a culture of learning, reflection and support in which all staff and volunteers regularly receive feedback and are encouraged to practice reflective learning.
- To create and support a culture of good safeguarding practice.
- To ensure that clients, beneficiaries, employees, volunteers, other individuals, groups or organisations can bring to Trustees' attention any activities that threaten the probity of the charity.

#### Managing Director

- To appoint the Managing Director, set their terms and conditions, and invest in ongoing professional development.
- To support the Managing Director in the management and administration of the charity.
- To give the Managing Director regular, constructive feedback on performance in managing the charity and in meeting objectives and targets.

### **3. To ensure the charity complies with all legal, regulatory, and contractual requirements**

- To be aware of legal, regulatory and statutory requirements and ensure that the charity complies with these.
- To ensure the charity complies with its rules and constitution, reviewing them regularly.
- To agree and annually review policies and procedures.
- To ensure that the charity is operating in accordance with all safeguarding legislation.
- To agree any levels of delegated authority and reporting lines, and ensure these are recorded (e.g. in minutes, terms of reference for board committees and sub-committees, role descriptions for honorary officers, Trustees and key staff, etc.)
- To ensure that the responsibilities delegated to the Managing Director are clearly expressed and understood.
- To ensure that the charity delivers on any contractual requirements as agreed with external commissioners or funders.

### **4. To act as guardians of the charity's assets by taking due care of their security and proper use**

#### Planning

- To forward plan and be accountable for the charity's solvency, continuing effectiveness, and preservation of its endowments.
- To ensure that intangible assets (e.g. organisational knowledge and expertise, intellectual property, the charity's good name and reputation, etc.) are properly valued, utilised and safeguarded.

#### Controls

- To exercise effective overall control of the charity's financial affairs.
- To ensure the charity has sound procedures for safeguarding all monies, properties and other assets.
- To ensure that the income and property of the charity is applied only for the

purposes set out in its governing document, and with complete fairness between persons who are qualified to benefit.

- To ensure control systems are rigorous, regularly evaluated and improved in the light of experience.
- To ensure that the way in which the charity is administered is not open to abuse.

#### Risk Assessment

- To ensure that any major risks to the charity are reviewed annually, along with mitigation systems.

#### Decision Making

- To respond to financial indicators and reports with strategies (normally proposed by the Senior Management Team) and decisions which maintain the financial health of the organisation, e.g. approve arrangement of an overdraft if cash-flow falls below a certain amount.

#### Reporting

- To ensure that robust financial reporting is completed to fulfil legal obligations and to give an accurate picture of the charity's financial health.

### **6. To ensure that the charity's governance is of the highest possible standard**

- To ensure the charity's governance structure is appropriate to a charity of its size and complexity, stage of development, and charitable objects; and that it enables the Trustees to fulfill their responsibilities.
- To reflect annually on the overall Board's performance and individual performance of Trustees.
- To ensure that the Board has the skills required to govern the charity well, and has access to relevant external professional advice and expertise where needed.
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of Trustees.
- To put in place clear succession plans for the Chair and Managing Director.
- To participate in individual and collective development and training of Trustees as appropriate.
- To abide by the code of conduct for Trustees.
- To ensure that major decisions and Board policies are made by the Trustees acting collectively.

NB: Under English law, statutory duties for all trustees are as follows:

- Duty of trust
- Duty to comply with the charity's Constitution
- Duty to act in the best interests of the charity's present and future beneficiaries
- Duty to avoid conflicts of interest
- Duty to safeguard the charity's assets

#### **How to apply**

If you think you could help us meet the challenges of the future as a member of our Board, please complete our **Trustee application form online at** <http://piefactorymusic.com/seeking-trustees/>.



Or download the application form from our website and email it to:  
[info@piefactorymusic.com](mailto:info@piefactorymusic.com)

Or post it to:  
Managing Director  
Pie Factory Music  
Ramsgate Youth Centre  
High Street St Lawrence  
Ramsgate  
Kent  
CT110QG

The **deadline for applying for this role is Friday 19 October, 12 noon.**

**For more information**

If you would like to speak to someone about this role or the application process please call our office on 01843 596777.