



RECOGNISING ACHIEVEMENT

# Performing Arts

OCR GCSE Unit G380 Investigating Performing Arts Organisations  
Unit Recording Sheet

Please read the instructions printed at the end of this form. One of these sheets, suitably completed, should be attached to the assessed work of each candidate.

Unit Title	1 - Investigating performing arts organisations	Unit Code	G380	Session		Year	2	0
Centre Name	CAND A							
Candidate Name								

Evidence: You produce a case study of two different organisations (between 2,000 and 3,000 words) and an individual presentation that investigates one particular role within one of the organisations.

Criteria		Teacher Comment	Location
<p>AO1.1.1: You display a rudimentary knowledge of the two organisations studied; you demonstrate some level of understanding of the nature of their businesses, but only at the top end of this mark band is there enough to demonstrate convincing awareness; [0 1 2 3 4]</p>	<p>AO1.1.2: you display a competent understanding of the two organisations studied, their products, markets, audiences and roles within their communities; you demonstrate a comprehensive insight into the purpose and operations of each organisation; [5 6 7]</p>	<p>discusses highly effectively both organisations, St. Helens Citadel and LIPA Liverpool. She covers all aspects thoroughly. Mission statements Funding comments Incident of organisation pg 1, 2, 3, 4, 6, 7</p>	<p>pgs 1-4 (top) pgs 4-8 (top) pg 1 + pg 5 pg 2, 9, 10 pg 9 Throughout 1-8 essentially</p>
<p>AO1.2.1: You produce an outline of the major job roles in both organisations; you discuss some jobs in more detail than others, your writing will be generally narrative with occasional points of discussion and you demonstrate limited clarity and coherence with only basic use of performing arts terminology – errors of grammar, punctuation and spelling may be noticeable and intrusive; [0 1 2 3 4]</p>	<p>AO1.2.2: you produce a careful investigation and thoughtful discussion of the structure of both organisations and make insightful comments into the significance of most or all roles; you demonstrate clarity and coherence, with appropriate use of performing arts terminology – there may be occasional errors of grammar, punctuation and spelling but these are not intrusive; [5 6 7]</p>	<p>Excellent understanding of structure. Highly detailed explanation of roles. Hierarchic line conveyed visually Citadel clearly details LIPA structure/jobs. Discusses Chief exec role very clearly. Conveys significance of roles in the chain of command. Approp Vocab + business knowledge. Some comparison of roles ed be a little more? pg 10 (top)</p>	<p>Citadel - pg 2 " pg 2 pg 3 pg 6 pg 6 (highlight)</p>
<p>AO1.3.1: You display an understanding of some of the essential features of the specific job role studied with occasional reference to its purpose within the organisation; [0 1 2 3 4]</p>	<p>AO1.3.2: you display a secure understanding of the essential features of the specific job role studied with a number of references to its significance and purpose within the organisation; [5 6 7]</p>	<p>a perceptive &amp; detailed account → sets it in the context levels of demands + responsibilities → 2, 3, 4</p>	<p>2, 8, 9, 10 !! 1, 5, 6, 2, 3, 4</p>



9 8 9 7 27  
10 10 10 10

### Investigating performing arts, The Citadel and LIPA

The St.Helens Citadel is based in an old Salvation Army building; the building was originally built to become the Theatre Royal, back in 1856. In 1984 the building was bought and refurbished by The Rainford Trust. The trust was created by Pilkington family members; the aim was to provide focus on arts activities for young people, within the St.Helens borough. It was opened to the public in 1988, by the Minister for the Arts Richard Luce. A good reputation has been built up since then. The venue has won awards from the Liverpool Post and the Echo Arts awards. It became a Company Limited by Guarantee in 1992, with an independent board. The Citadel became an annual revenue client of the North West Arts board, within 1995 and now has charitable status. The citadel received lots of appraisal after it first opened from the council, this was due to how much it had been benefiting the St.Helens community, after this they developed an inside venue programme covering all art forms from dance to creative writing. From 2000 onwards the venue has designed a diverse music programme followed by the community arts programme 'Hands On' in 2001. The venues 15<sup>th</sup> birthday was celebrated by North West hero Jonny Vegas becoming a patron, a patron is a person or company which supports and protects a certain institution. In 2008 a third of the funding was lost, as St.Helens council felt the couldn't afford to give so much funding to the arts, however even with this loss the citadel is still providing for the community and going from one strength to another. 2010 will be the Citadels 21<sup>st</sup> birthday.

org. A01.1.3.  
funding A01.1.3.

mission A01.1.3 ✓  
observation ✓  
reputation ✓  
clear exp of nature of business ✓  
role ✓  
money issues funding A01.1.3 ✓  
Community role.



The vision of the venue is financial feasibility along with artistic honour creates valued community response. The mission statement is to create positive cultural experiences for all; they aim to do so by following principle aims, which are to, develop a financially and artistically sustainable organisation within the community. Provide a high quality programme of music, theatre and within the venue and a high quality, wide ranging programme of community arts within St.Helens. They also must provide opportunities in the arts for all people and promote access by all. They aim to deliver excellent customer service in all areas of the business and strive for quality, excellence and innovation. The final aim is to be recognised as a locally significant venue. The previous aims were put in place in the business plan and are the ways the venue strives to complete their mission statement. The key functions of the venue are performance, community and creating hiring space. The performance space is vital as it is the only one in the area that offers the space for such a small price. This means the price is lower for tickets, which means people from all economic background and enrich their lives with experience from the arts. The hiring

mission statement A01.1.3 ✓  
role in community ✓  
Local impact ✓  
role in St.H. ✓

role aims.

space is also important as it lets people attend classes there for a cheaper price as the overheads for the company/teacher coming in is less. On average to hire space in The Citadel for an hour it is £8. I believe the main appeal of the Citadel is it offers unique entertainment and hobbies which are available to everyone no matter their background, class or ability.

A01  
A01  
appeal +  
local role.

To remain open The Citadel gets funding from different places. St. Helens council gives money to the establishment, this money comes under funding for the arts, however how much is not disclosed. There is also funding received from the arts council. Once again the amount can't be disclosed. The Citadel also receives funding from occasional sponsors or donations; however this doesn't happen very often. The annual turnover isn't made public but the establishment is a social enterprise. The profit from the turnover is then called surplus, the surplus is put back into the establishment to help the community, therefore making the company a social enterprise. The average attendance is around 50% full standing for each event. Events are often put on around 48 weeks of the year sometimes twice in one week. This means around 8000 people attend in a year. Although some of these figures will be the same people.

type of  
business  
A01.1

The staff organisation starts with the board of directors at the top of the hierarchy. The board is responsible for the management of The Citadel. They are expected to provide governance and leadership and must always act with only the citadel's best interest in mind, whilst always promoting the Citadel's key functions. Below the board is the Chief Executive, Faye Lamb. The chief executive has one of the most important roles at the citadel, she must put in place goals and objectives for the citadel as a whole, and she also must help the board of directors to fulfil their functions. Finally, Faye must direct and lead the whole team to succeed in reaching the aims of the mission statement and follow key functions. Below her are three separate managers, all equally important, these are the finance manager, the operations manager and the community education manager. The finance manager is responsible for giving advice and support financially throughout the company. Financial considerations are often the basis of any new venture, providing a very important role. The operations manager is responsible for creative arts organisation, watching over the original rig up and de-rig and carrying out all health and safety checks. The community education manager is in charge of developing education programmes, classes and activities. Developing creative arts skills of the children within the borough on workshops is also part of their job. There is no one direction below the finance manager, of whom they are in charge of. Below the operations manager is the box office staff, the cleaning staff, the bar staff and the technician staff. The box office staff use and control the computerised ticket sales, as well as answer public enquiries on box office sales. They also collect tickets on ticket nights and usher people to their seats. The cleaning staff come in daily in the morning to do basic cleaning. After event nights they come in and do bigger jobs such as clear rubbish and seating/standing areas. The technician staff work all of the technical side of the Citadel, they are employed to come in when they are needed for events mainly, the technical staff are all freelance. They do jobs such as rig up and rig down. Below the community education manager is the volunteers and the freelance

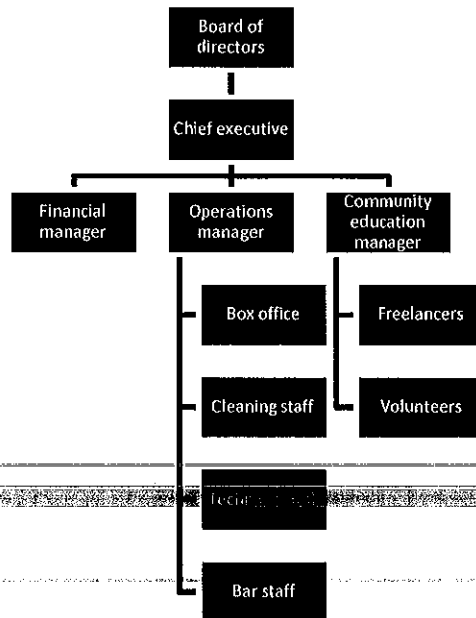
Structure.

Structure  
breakdown.

Variety of  
roles.

Jobs.  
A01.2

workers. The volunteers help in the workshops and the creative arts classes, helping with whatever the community education officer asks with assistance with, they are often asked to help on event nights doing tasks such as cleaning, ushering and taking tickets. The freelance workers are employed when and where they are needed they are needed. There are around 15 members of staff either full time, part time or casual working at the citadel at the moment.



Hierarchy ✓

The opening hours of the Citadel differ when events are on. The Monday to Saturday opening times are 9-9, without exception, between these times is when rooms are available to hire, this is important as there is limited space within St. Helens which professional companies can come in in order to help young people, helping them enrich their lives. The hiring space is cheap and there is always someone available for enquiries. The box office is open daily (apart from Sunday) 12-6. Bar staff and technical staff are given hours depending on events. The rooms most commonly are rented to the common or private arts groups who don't have their own space. The spaces cost on average £8 an hour. This price can be discounted on guaranteed long term use. Classes put on by the Citadel include dance, drama, singing, creative writing and poetry. The citadel wishes to bring the arts to everyone within the community. They offer lessons especially for people with learning disabilities, this is really beneficial to them as there is little offered for these people outside of education within the community. They also offer creative classes from people recovering from addictions or illnesses, the creative writing class is aimed at people who need a different way to express their feelings. In 2006 ramps and a lift was installed so everywhere within the building was accessible for people with disabilities. Giving everyone an equal opportunity to attend all the classes no matter where in the building they are.

variety

flexibility

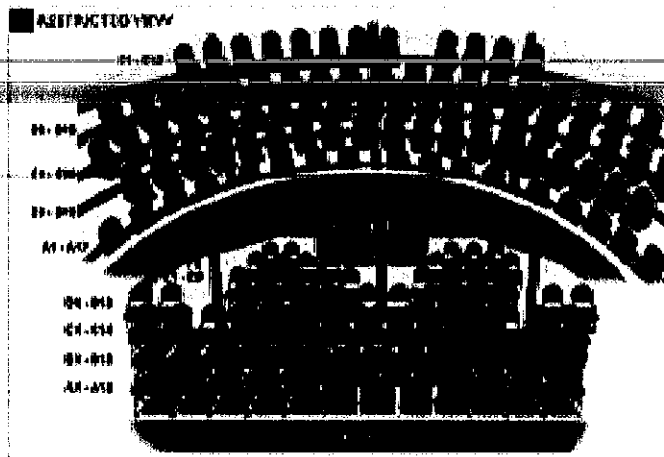
The cost of putting on an event at the citadel can differ depending on the requirements of the people performing. It can cost anything from three hundred to seven hundred pounds; the extra cost involves the staff needed, how long the event is on for, if the bar is needed and if security is needed and how much security. The most regular in house organised event is Overload. Overload allows under 18's to

come together and listen to bands consisting of under 18's from the St Helens borough. The average price of a ticket for most events at the citadel is £10. The venue is both a receiving house and a performing house. Most of the people who attend the Citadel are people that live in the St. Helens borough. People outside the borough who attend are travelling fans of the band which play there. Advertisements for the establishment are most commonly leaflets or local newspaper advertisements within the St. Helens area; this is why it is mostly the people from this area that attend.

appeal.  
A01.1

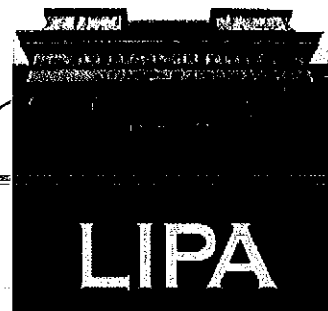
The seating capacity changes due to standing and seating changes. For fully seated the capacity is 161, this is 87 people sat on the balcony and 74 people on the floor. For seating on the balcony and standing on the floor the capacity 307, 87 seats on the balcony and 220 on the floor. The capacity for all standing is 220 all on the floor. For events such as overload the floor is open to the under 18's standing, whilst the balcony is available for the band members family to watch them perform. Below is a seating plan for when it is in all seated event.

size.



The second venue I am studying is Liverpool Institute of Performing Arts. LIPA is a university in Liverpool, Merseyside. The school specializes in performing arts training in many different areas of the performing arts spectrum, from acting to arts management, altogether there are nine honours degrees that are offered, but there are also diplomas and masters in some areas offered, as well as being a world renowned performing arts venue. LIPA is a multi-purpose institution; it offers not only opportunities to its students but also the Liverpool community and the performing arts community worldwide.

nature of business  
A01.1



Clear details of business.  
A01.1

Flexibility  
uni + perf ✓

The founders of LIPA are Sir Paul McCartney and Mark Featherstone-Witty. Ideas of two people came together to produce the school that is there today. Paul McCartney wanted to save the building where the old school had been as it was becoming derelict.

after it had been closed, he wanted to find a productive use for the building he loved so much. Mark Featherstone-Witty already had set up a performing arts school; the Brit school based in London. Mark however, wanted to set up a bigger and better school, he had been inspired by the 80's film Fame, he wanted to create a school which would help people into a lasting career into the performing arts industry, through the film he realised it was to train in all three areas of the performing arts spectrum. After reading music literature he realised that performers were just one small part of the performing arts industry, so he spent the next three years questioning the industry and refining his ideas. By the year of 1985 he had around 50 different people backing him, these were a range of artists, choreographers, directors and entrepreneurs. Sir George Martin soon realised he knew someone who wished to develop a great concept and another person wanting a great concept to save an old building, so he introduced Paul McCartney and Mark Featherstone-Witty. The time to create the building from a derelict to a fully functional performing arts school took seven years. Overall it took 20 million pounds to create the facility, the curriculum and to continually support the school. The school was officially opened by The Queen on June 7<sup>th</sup> 1997, from there the school has expanded to offer more and more courses, from day one the aim was to achieve excellence throughout the school. Together McCartney and Featherstone-Witty decided the school should offer higher education courses which offer a range of flexible courses. In 2006 the school celebrated its 10<sup>th</sup> anniversary with performances from students to celebrate all aspects of LIPA; this was showcased in the Liverpool Philharmonic Hall.

aims of LIPA ✓

structure

funding Aol. 1

aims Aol. 1

nature ✓

Most importantly LIPA is a university which main purpose is to help students gain degrees in the performing arts industry. The cultural impact the venue has on the surrounding area and the country is huge. It provides young performers and performance staff to go on into the world to provide entertainment which goes on to enrich others' lives. I think the main appeal to the students who wish to attend is that the school is a worldwide recognised establishment. People everywhere in the performing arts industry recognises the LIPA qualification and admires it. To the public I think the main appeal is that the venue is famous all over the world, especially as it was opened by one of The Beatles. People want to attend no matter what the performance just to say they have been, it is a tourist attraction as well as a university. Shows are not often advertised, the only place they are is on the LIPA website, this is due to the high demand of performances without advertisement.

Structure of business

Cultural impact

reputation

appeal Aol. 4

structure

success

LIPA are dedicated to those who wish to gain entry and sustain a career to those who wish to work in the performing arts industry, by offering degrees and diplomas. There are also part time courses for children from the ages of four right up to nineteen, as well as a huge range of courses that are part time for adults. They aim to continue their strong relationship with the "Knowledge Transfer initiative", which sees students using their creativity to develop business. The aim is make performances public, which are all created by in school staff and students, and with these performances being showcased in the Paul McCartney Auditorium and the Seenheiser Studio Theatre. They wish for the students to enter the school with high motivation and a strong commitment to the school, the aim is for them to leave with the highest of skill level, experience for their chosen career as well as support right

vision recognition



through that career. Now the school is in its second decade a new set of aims have been added to the already existing ones. They now aim to place equal emphasis on all students and staff who make performances possible and happen. To use the purpose designed building to its full potential. They now aim to only recruit teachers who have experience in their field of teaching as well as the traditional qualifications that are usually looked for. They wish to open the doors to everyone from any community and culture and value them all equally, as well as using professionals to ensure the relevance of programmes being taught. And finally continually renew and update all of the resources used for learning.

Community role + impact  
A04

At LIPA there are around 200 members of staff employed. The chief executive of LIPA is Mark Featherstone-Witty; one of the founders, along with Paul McCartney, Mark is also the head teacher of the university. A chief executive is one of the most important members of staff within an organisation. His job roles include overall administration and management of the LIPA institution. Mark must overlook all programmes to check they reach all standards, he must check all fundraising is in order and legal and participate in the overall finding of the company. Mark must plan and evaluate everything to do with the university as well as manage the team within. Mark must report to the board of directors and governors personally, whilst everyone else below him must report to him. Below from him are the deputy heads of each university programme, there are seven overall, a manager of non-teaching staff and the manager of 4:19. Each of these seven deputy heads has teachers of the subject which report to them, the amount of teachers who report to each deputy head varies to how subscribed each of the courses is. The manager of non-teaching staff has many people reporting to them also. They have the clerical manager, the café manager, the manager of the caretakers as well as the security guard manager. The clerical manager has to organise many different sections of the business, this includes human relations, accounts and funding along with many others. The clerical manager has around 50 members of staff reporting to them. The 4:19 manager is in charge of the extra classes only and is a freelance worker who comes in especially for the extra classes, as are all the staff; however the 4:19 manager must also report to Mark and the 4:19 staff must report to their manager. LIPA does not employ volunteers, it uses its students for roles such as ushers and box office staff for work experience. These students must report to their teaching staff if there is a problem as they assist on nights when there is an event on. LIPA is a producing house, it uses all in-house actors and performers and all its students as volunteer staff.

Size  
jobs + roles  
A01.2.3  
clear definitions

Significance of roles  
A01.2.5

Structure clearly conveyed  
A01.2.3

Variety of roles  
A01.2.3

Highly effective parag.  
Vocab + Structure

Funding is received from the government as the venue is predominantly a university. The amount of funding cannot be released as it is government information. However it is a non-profit making organisation. All the money that is raised from charity events and performances is put back into the venue, spent on new equipment and extra facilities for students. Extra funding is received than other universities as it is a specialized university and focuses on the performing arts industry. The only way that LIPA may lose its funding is if the university closes. International students also bring in a large income; they must pay larger fees for places at the university which gives them more funding. Many international students do apply as it is a world renowned performing arts school, with some of the best facilities and the best reputation.

Funding  
A01.1.3

income  
A01.1.3

Impact + reputation  
A04

p.a. vocab.  
type of business

operation  
A01.1.3



The opening times of the venue vary to what is going on there. The university hours are the usual university hours from around half past eight till about seven o'clock. The office staff work the usual office hours getting to the university for nine in the morning and leaving at five. The building is open later however for the part time classes 4:19 who happen during the evenings and on the weekends. As well as these classes the university students can use the studios after hours for extra work and rehearsals. The box office to book tickets for in house events is open Mondays one till six, and the rest of the week open 10.30 to 6pm.

orig.

nature Aol. 1

There is only one other main use for the studios, which are the LIPA franchise 4:19. LIPA 4:19 is a performing arts academy with offers part time classes for people between the ages of 4 and 19 years of age. It presents the opportunity for young people to express their talent and creativity. They have classes for singing, dance and drama. They are held on a Saturday and Sunday separated into three terms a year. They also hold large workshops in the schools holidays for the children. The classes are split by age, ages 4 to 6 are in the early start class. Students a 7 to 15 are in the Academy 7:15 and finally the students aged over 16 are in Academy 16+. All of the students which attend are offered the opportunity to take part in the workshops, take the exams which apply to their art and perform in the full size theatre at the ends of the year. The classes help the students grow as a person and in confidence.

nature Aol. 1

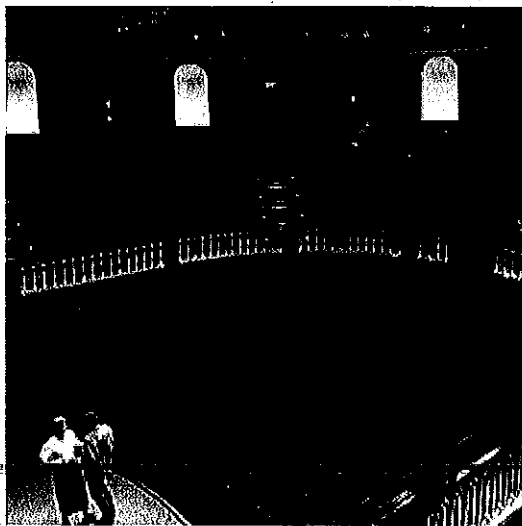
community role Nat

allus.

There are two theatre spaces within LIPA, Paul McCartney's theatre (PMA) and the Sennheiser studio theatre. PMA can fit over 400 people in the theatre during a performance. There are two staging levels in the traditional style proscenium arch theatre, which is great as there are so many different styles performing on the stage. Over 120 performances take place per year in PMA, over 50% of these are for the public to attend, whilst some are for invited audiences only, such as the end of year showcase. The university master classes are often held in the PMA as it is the largest space as well as presentations for the whole student body being in there. There is a large amount of top of the range equipment in there so the students can learn early on how to use it. Along with the theatre room there is an accompanying green room and dressing rooms. The green room offers a space for everyone involved in the production to wait and relax before, during and after the performance. The dressing rooms are fully equipped with costume rails make-up stations and bathrooms. The larger ones are often given to the chorus performers all together, usually one for males and one for females, whilst the smaller ones are for the main performers to have personally. The Sennheiser studio theatre can hold up to 130 people. It is used both for productions and for teaching. Like the PMA it has top of the range equipment for the students. The space can be used for many different performances. The average amount for a performance ticket is around £15, all of this

size ✓

no. of perfs.



organisation:

underst of running of business.

facilities.

money is put back into the venue or university. In the PMA there are usually 8 public performances a month as well as once for just invited staff. This is 38400 members of the public passing through if the performance hall is full. The Sennheiser studio holds around 5 public performances a month this is another 7800 people in again if it is full. Altogether this is 42600 if both performance venues are full for every performance.

Statistics based on full attend...  
is approx

All aspects of the performing arts spectrum are looked into at both venues. The university offers qualifications for all aspects of the performing arts industry, from technicians to performers. Whilst The Citadel holds classes for all of the performing arts spectrum for fun or to help people, they do this by providing services not only to those people in the community who are fully able to enjoy the arts but also those who have difficulties to do so. They also offer classes for people who are struggling in life, whereas LIPA only offers opportunities to people who already have had some achievements in performing arts (A-levels or past experience). So whilst the similarity of all aspects of performing arts is looked into they are looked into for different reasons. Overall LIPA is a university, rather than somewhere for the surrounding community like The Citadel.

contrast A04

Overall LIPA holds many more prospects for performing arts ventures than The Citadel; this is as LIPA as a venue and an organisation is a lot larger. It has more staff and the overall aim is just performing arts. The structure of LIPA is larger with 10 times the amount of staff, buildings and facilities on a much larger scale as well as people who are professional based there rather than freelance professionals who are just employed in when needed.

The same amounts of events are held in each venue on average per year. This is around 2 a week; however there are two venues within LIPA. As well as this the larger venues in LIPA hold nearly double the amount of people that The Citadels only venue space holds. This immediately puts LIPA at an advantage to how many people pass through the doors per year. Per year 42600 people pass through the doors of LIPA if each performance done there is full, however an average of 8000 people pass through the doors of The Citadel. This means around 34000 more people are culturally enriched and entertained within the LIPA environment.

Size

culture  
A04

LIPA was made accessible for people with any disabilities from when it was first renovated into the performing arts establishment. However the Citadel was only updated with all the needed disability necessities in 2006. Now both are fully updated so anyone with any disability can attend, these offer equal opportunities for everyone.

similarities

In The Citadel there is one venue performing space as well as around 6 rooms which can be used for rehearsal. There is one dressing room for this venue space. There is also a bar which on a busy night there is around 4 bar staff working. In LIPA there are over 40 rehearsal spaces. For each rehearsal space there is a green room and at least 3 dressing rooms. This shows how much larger the LIPA venue is. Not only is there a bar like at the Citadel there is over four bar areas as well as a café.

The opening hours are very similar for each of the venues. Events are on around the same time in performances all over the UK, which is why the opening hours are so similar.

There is only one special programme with in the Citadel this is the 'Hands On' programme, there are also all the other classes and performances available. Whereas within LIPA the only other programme is 4:19. All events which are put on in the venues are those which the students and staff prepare, so there is no choice of the audience what is put on there where as in the Citadel members of the public can join the group and have some input into what is put on there.

Both The Citadel and LIPA are performing houses. A performing house is when all performances put on are by people from within the venue. The Citadel uses people who attend classes within the venue to put on plays; however they bring bands in to perform so they are also a receiving house, although predominantly a performing house. LIPA on the other hand are solely a performing house. All the performances that are put on at that venue are created and performed by the staff and students who attend the university.

Vocab +  
nature of  
business.

Events for under 18's are something both venues take time out for and promote positively. They both set aside time for them especially to take part in performing arts and enjoy the outcome of professionals in the perform industry. Both believe in helping the young people in society and helping them achieve their potential. The Citadel does this by getting them off the street and involved with a hobby, wither watching bands or being part of one. On the other hand LIPA do this by helping young people gain qualifications in the arts, which help them go into better higher paid jobs.

audience +  
community.  
Acup:  
101.1

The capacity of the main venue area in The Citadel holds 161 and the smaller venue space within LIPA holds 130. This provides the space for putting on small intimate performances for the smaller audience. This is good as the students in both venues are still learning their particular skill so this smaller space may help them by starting somewhere smaller they gain confidence to go onto larger venues.

Both of the venues are supported by celebrities, which brings in more visitors to the venue. Jonny Vegas is a comedian and is well known within the area of St. Helens, he is a patron of The Citadel venue, and he often performs there bringing more visitors into the venue. Paul McCartney is one of the founders of LIPA; he is a very well known celebrity all over the world from being in The Beatles. Paul being a founder makes people from all over the world want to come to look at the university, the easiest way to do this is by attending a performance, which brings more money in for the venue, once again.

patrons

finances.

The opening hours of the venues are pretty similar. They are both open in the day for learning purposes and then in the evenings and at weekends for performances. The day hours are the usual office hours for most staff whilst the classes in both venues sometime run past six. In both venues it is most common for the

performances to take place on the evenings or the weekend. Once again it is common that different staff come in for these shifts. In the case of The Citadel it is volunteers and employed staff, and in the case of LIPA it is the students.

Jobs significance  
A01.2.3.

To attend an event or performance tickets are a similar price. In between 10 and 20 pounds is the average amount in both venues to pay. Although the performances at each venue do differ they both offer performances for all aspects of the performance spectrum. Both of the venues also use all of the money made to put more back into the venue, they are both non-profit organisations. All of the profit is known as surplus in both, the surplus made is put back into more performances for the society making both of the venues social enterprises.

Superb use of business knowledge.

Both of the venues are based in old buildings which were once both used for other purposes than performing arts venues. Both have needed renovated so they can be used for performing arts.

The age of the venues (the time they have been what they are now) are only 10 years apart. The Citadel was opened in 1988, whilst LIPA was only 1999. They have both made a huge impact on society since they have been open and benefit the local area very well. The two venues are close together but do impact society differently. LIPA benefits the students who go there by helping them gain qualifications to move on with, whilst The Citadel helps get disadvantaged people in to an either a hobby or an enjoyable job such as the volunteering scheme.

Community  
As  
Society

Social conscience impact A04.

Within LIPA, as a university, all classes and courses must be paid for; these fees can amount to a high amount of money by the time the course is completed. The extra courses for the younger people in society also have to be paid for limits the people who can attend. Whereas all of the courses and classes within The Citadel don't cost any of the people who attend any money. I feel this shows The Citadel is more orientated around society whilst LIPA is more business orientated.

Costs  
analysis A04

Although one of the venue spaces in LIPA is similar to one within The Citadel there is one within LIPA that is a much bigger space. There is a bigger venue space in LIPA that holds up to 400 people; this offers the students who are learning how to work in the performing arts industry a realistic setting, similar to what they will work within the industry. This helps them as it means they will experience reality of the working environment they are going to enter before they do so.

reality ✓

Both the Citadel and LIPA receive funding to stay open and carry on with their successful work. However the funding is received from different places. LIPA receives its funding from the government for having a university status; more is received per students as it is a speciality university. The Citadel receives much less funding, but from different places. It receives it from St. Helens council, the arts council and sponsors and donors, however much less is received than what goes into LIPA, even though there are more people and places funding it.

evaluative ✓

Vocab + funding sources A04

The Citadel has an impact on the local community of St. Helens by providing a service to everyone within that community to either take part in performing arts or watch performing arts. LIPA on the other hand impacts the local community by enriching their lives with entertainment from more professional actors; the only people who can get involved with these performances from the area are people with a place at the university of who take part in 4:19, which shows a large contrast. The wider community such as the North West, where both are based are more likely to be heard of LIPA rather than the Citadel. I feel The Citadel has a larger impact on the local community whilst LIPA does on the wider community, even worldwide.

A04

community impact A04

I feel LIPA affects the performing arts community greatly; they are teaching people how to be the best they can within the industry, then placing these highly skilled performing arts workers into the industry. Whereas the Citadel is effective live by becoming part of them, helping people rather than providing them with qualifications. Although they do it differently both affect people and help to influence their lives for the better.

value judgement based on research

fully aware of enrichment + cultural value

A04

The amount of members of staff employed at The Citadel is much less than at LIPA. There is less than 10 full-time staff employed in The Citadel, whilst at LIPA there are just over 200. This shows how the size of the venues differs dramatically. This means the chief executive of LIPA has much more people reporting to them, whilst The Citadel's chief executive has a much more personal relationship with her staff.

LIPA does not employ volunteers; it uses its students to do the jobs that the volunteers would complete. This gives the students the opportunity to get first hand experience within the performing arts industry. The Citadel offers people the opportunity to volunteer within the venue. This may give some people the opportunity to give something back to the community, which LIPA does not offer.

Within LIPA there are two performing arts venues where students can perform. This gives the opportunity for more than one show to take place at a time, as well as rehearse. It also means that one performance can leave a set up whilst another is up in the other venue. The Citadel only has one venue so this is not a possibility there, but it is less likely it will be needed there.

Both the venues are successful. The Citadel is known throughout St. Helens, most the people who live in the area and have been there to an event. However LIPA is known all over the world, and people strive to be accepted there and attend the university, I feel overall LIPA has achieved more success.

Success criteria discussed A04

The target audience for The Citadel is people from within St. Helens, they don't promote to just entertain one group of people as they believe in involving people from all over the community not just from one target group. LIPA on the other hand targets people of a university age 18+ to attend the university whilst the shows are not particularly aimed at anyone.

A01 + A04

The location of The Citadel is right in the centre of St. Helens town centre, people who wish to attend can get the bus to the location or a train. It is easily found and accessible for people. LIPA on the other hand is in the middle of a large well known city, Liverpool. People from overseas can fly into Liverpool airport. People from within the UK can get trains from all over the country. As well as a great bus service within the North West, this means anyone that wishes to attend can. People are more likely to travel to go to LIPA, which is the easier one to get to; it is even signposted all around Liverpool

Recommendation  
town/city  
debate  
Adv.

LIPA is a worldwide recognised organisation, people come from all over the world to see the place and even study there. Many people know about the place and who founded it and the story of how it was found. Whereas The Citadel is a small venue which is not well known outside of the borough it is in. This shows that LIPA is a bigger more-recognised company compared to The Citadel. ✓

The Citadel's role in the performing arts industry, I feel, is to enrich the lives of everyone with St. Helens no matter their cultural or economic background. Whereas LIPA provides the next generation of world class actors as well as putting on shows to enrich a large audience, for this reason I feel LIPA benefits the world of performing arts much more than the Citadel.

Contrasts ✓  
Adv  
personal ✓

In my opinion I think the Citadel provides a much needed performing arts programme for a working class town which doesn't have many beneficial places for people to spend their time. Whereas LIPA provides world-class performers and enriches people's lives by doing this, LIPA culturally enriches people's lives by providing entertainment of a high standard both visually and psychologically. The Citadel provides a base for people to go to when they are of a low income family and cannot afford to attend a costly hobby or place of interest. LIPA provides education and large opportunities to people all over the world, however rather than be concerned with society I feel they are more concerned with the society only within the university rather than in Merseyside as a whole. There is more work put into LIPA by many more staff, but the work done at The Citadel promotes a better society as a whole and I feel that work is more beneficial and needed in the society we live in today I feel this benefit on society is more important than the qualifications that can be earned at LIPA therefore making The Citadel a better venue for Merseyside, but LIPA better for the performing arts industry as a whole

Excellent account on effectiveness and role in society. Detailed, thoughtful contrasts and comparisons drawn.

Well able to make the links between both sectors both organisations

Very clear, well presented final section

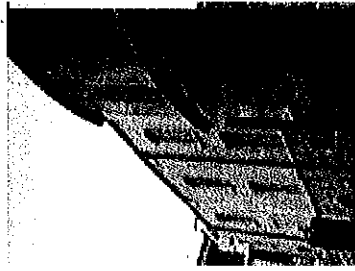


**CARMEL BAINES**

*Community Arts and Education Director*



# CARMEL AND THE CITADEL



I chose to do Carmel Baines to base my presentation on as she work for The Citadel. The Citadel is the performing arts venue which I have chosen to base my essay on for the other half of my project. Carmel is employed by The Citadel full time

# ROLE OF COMMUNITY ARTS DIRECTOR

A community arts director has many roles. Carmel Baines is the community arts director within The Citadel arts venue in St.Helens. As a community arts director she must;

- Provide opportunities to celebrate art in all its form and thereby enhance the publics life.
- Maximise the impact that the arts can have on the economic and physical regeneration of the borough.
- Enhance the importance of the arts in lifelong learning
- Develop the contribution that the arts make to the health and well being of local people

These are all the roles that Carmel must complete at The Citadel, however there are other responsibilities she has, some separate to these and some which fit into these.

I feel Carmel really excels at her job, each of these tasks she must complete and I feel she has really worked her way up the company to be given this amount of responsibly and trust that she will complete these tasks to such a high standard.

*Carmel Baines*



# DEMANDS AND RESPONSIBILITIES

The classes Carmel arranges and sets-up are;

- Hands On - Art
- Hands On - Dance
- Hands On - Drama
- Hands On - Writing
- Hands On - Outreach
- Hands On - Sing Out Choir

However there is more than one of each of these classes. They have them in different age groups and different times of the day. She also has set-up some of these classes to help rehabilitate the public, such as alcoholics.

I feel Carmel must really love her job to put in the amount of effort it takes to complete all the demands and responsibilities she is given. She completes them to such a high level I feel The Citadel is really fortunate to have someone like Carmel working there.



## MORE STAFF AT THE CITADEL

Carmel must report to the chief executive of The Citadel who is Faye Lamb. Faye is the highest full time staff member in The Citadel. Above Faye there are the Board of directors but they are not permanently at The Citadel and are not paid when they do attend meetings there.

Within The Citadel there are other members of staff who are at the same level as Carmel, these are Gavin Scott, Jane Seddon and Terry Gaffney. All three of these people and Carmel report to Faye Lamb. To be around the same level this means they must all have around the same amount of responsibilities and tasks, just all in different fields within the venue.

Underneath Carmel at The Citadel is Marie Rawlinson, she is in charge of the finance and all the room booking for people both inside and outside. Marie also sometimes acts as Carmel's Personal assistant when she need it. Marie reports to Carmel.

Below then is the box office staff, the bar staff and the cleaners. Carmel doesn't raise with them much, this is someone else's responsibility at The Citadel.

Although there are other staff members on the same level as Carmel I think she takes her job role to another level. It's clear to see she puts an extreme amount of effort into being the best she can for The

Citadel

✓ generic - signature. 5

# HOW IMPORTANT IS SHE

Although Carmel isn't in charge at The Citadel but she is very important. She has a lot of communication with the council, overtime she has learned the correct attitudes and behaviour codes when liaising with different people. These attitudes are ones that can only be gained from experience. The Citadel has given Carmel many different experiences over the years she has worked there to make her the best person for the job she does.

If Carmel were to leave The Citadel it would not mean the end of the venue, however it would mean some of the activities have to be postponed until someone was found to replace her. It would be possible to replace Carmel, however she has gained experience at The Citadel so she can work in a way which benefits The Citadel the most whilst she is there, it would take another person a long time to gain this skill, showing Carmel is very important at The Citadel. Carmel works above and beyond her duties and does not get paid for her overtime which another person may not do.

I honestly believe that although Carmel could be replaced there are few people who could come in and do such an excellent job, also there are few people that would do such a great job for the pay she receives. Other people would request more money if she ever needed to be replaced.

✓ Sign in ink.

# SUITTABLE UNION

Carmel is not part of a union. A union would protect her if for any reason other than her own fault she was to lose her job at The Citadel. If for any reason she was at fault for something a union would give her the support she needed for this too.

A union I have found that would be perfect for Carmel is Equity. Equity is a common union for actors, however they have a creative arts section with directors included. As Carmel isn't part of a union she has very little protection if anything where to go wrong within her job. I really feel there is many benefits which would protect Carmel. Such as;

- Representation in employer disputes
- Help and advice in any areas where they feel unsure in the work place.
- Legal support if matters lead to this
- Report section, to report problems with other members of the performing arts industry.

I really do think Carmel should consider becoming a member of the union as there is always the possibility in any performing arts field that jobs may be sacrificed if they are no longer needed in the performing arts industry. Equity can offer Carmel so much protection that would



## SOCIAL LIFE

Carmel admits that she puts so much time and effort into her job she has a little time to spend on herself. She puts so much effort into her work because she understands she is under qualified and its her sheer hard work that got her to the position she is in. She finds her most sociable activities are taking her friends to The Citadel to events she knows they will enjoy. She also occasionally invites her friends to the classes she puts

on.

She has found that she has made friends in the classes that she teaches.

I do think that Carmel's social life is seriously affected by the amount of work she does at The Citadel. She is limited with what she can do as she not only spends office hours there but also sociable hours there. I feel this could impact Carmel's life in a bad way as an unbalanced lifestyle can lower health and wellbeing.

# QUALIFICATIONS

Carmel doesn't have many qualifications which qualify her for this job. She left school at 16 and didn't really have many aspirations.

Once she realised she wanted to move on with her life she started doing voluntary work to gain work experience. This work experience was at The Citadel, from then on she has worked her way up into the job she is in today.

Carmel instead of working her way up to this role could off attended college and then university to get the job she is in today. There are three degrees that directly apply to the job she does these are:

- Community studies
- Arts studies
- Education

Each if these would of lead Carmel directly into the job she is in today at The Citadel. As well as this it would give her the opportunity that if she did ever want to leave she would have more opportunities to leave to

# ASPIRATIONS

Carmel at this moment doesn't have an aspirations. Although she has gained enough responsibility at The Citadel to move on to do this same job at a bigger venue she does not want to do this.

She doesn't want to have the responsibility of a bigger venue. She like the warm friendly approach of The Citadel. Carmel believed she would not deal well with to much responsibility and she would gain a lot more if she where to go to a bigger venue.

The only aspirations, in her work life, she did have was to work up within the company she started in, which is The Citadel.

I think its good when a person has aspirations and goals and I do think it is sad that Carmel doesn't. However the aspirations she did have she has reached and has bettered The Citadel by doing so.

## PAY STRUCTURE AND BENEFITS OF WORKING AT THE CITADEL

Carmel has worked at The Citadel around 6 years. She has worked her way up to the job she does today, from when she started her pay has increased and she now gets lots more benefits.

- Carmel is paid £22,00 annually for being the community arts and education director at The Citadel
- She gets 28 days holiday a year, however she is often rewarded with days off if she works a large amount of overtime.
- There is no pension when working at The Citadel
- There is no car included with Carmel's job, however if she has to travel anywhere for business a mileage allowance is received
- There is no healthcare when working at The Citadel.
- Carmel receives free entry to any Citadel event she wishes to attend



# CHALLENGES

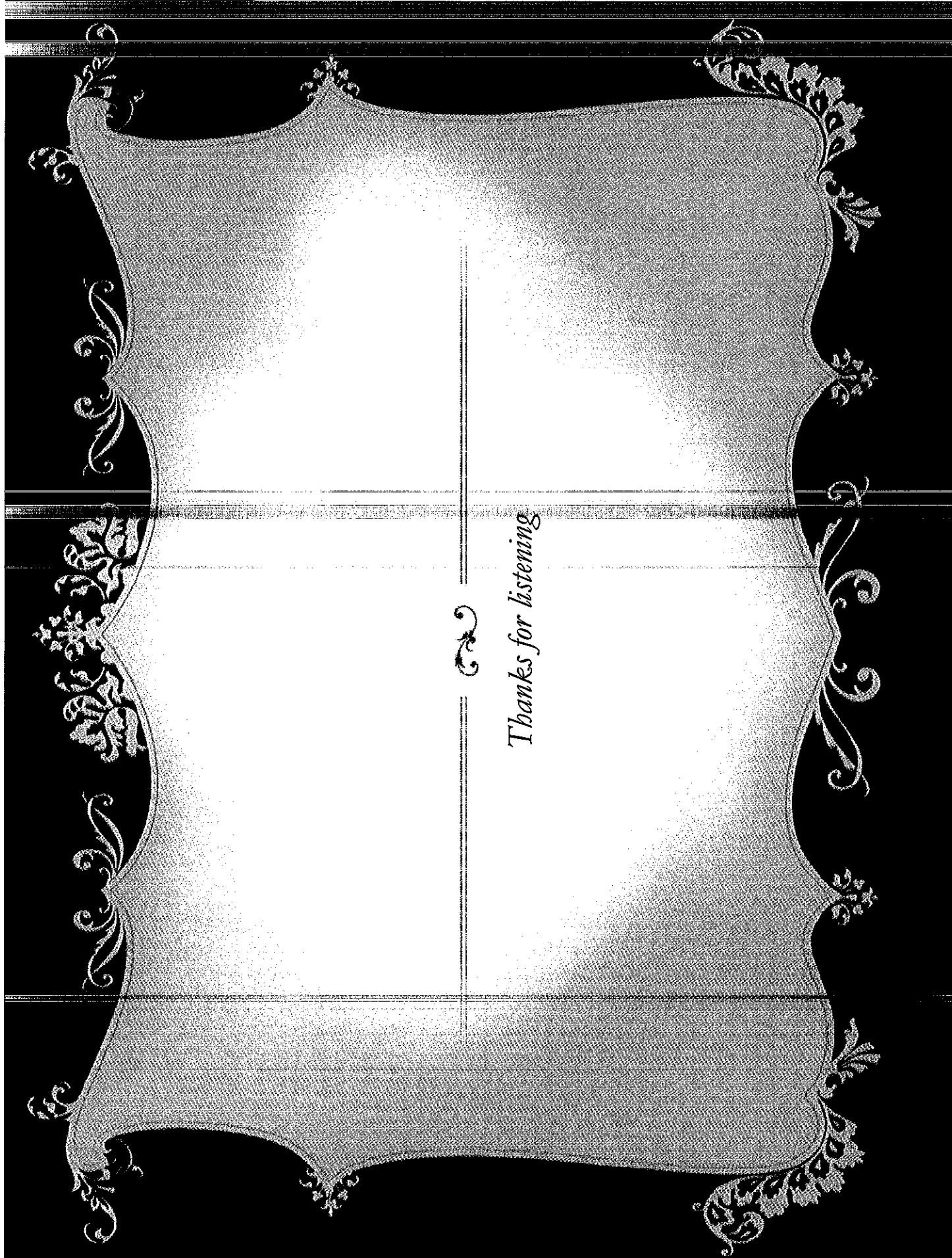
Challenges within The Citadel for everyone that works there are that there are not a few people who work there other job roles have to be shared between the people who work there. At The Citadel there is not a Health and Safety manager, so the members of staff, including Carmel, take it in turns to do the health and safety checks. Carmel thinks this is challenging as she has to focus on her own job roles as well as taking on other tasks, which can often overload her with work.

Other challenges Carmel faces is when the classes she put on have a poor attendance, this is because she has put money into them and they are not enriching the lives of all the people they could. The low turn outs are usually because of poor advertising or unsuitable hours when the classes are on.

Carmel also finds raising with the council a challenge as they are important and she has to give evidence that the community are gaining from her projects. She feels when she meets with the council she must justify her job role.

She also finds managing the budget at The Citadel hard, she dislikes asking for more money for what she feels are vital projects as they are usually underfunded.

✓  
reflective



*Thanks for listening*