



EFDSS Associate Company - Folk Dance Remixed



English
Folk
DANCE & SONG SOCIETY

Appointment of Chair

April 2023 | Reference: EBILA

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National Youth Folk Ensemble

Welcome from the Chair & CEO

Thank you for your interest in becoming Chair of the Board of Trustees with The English Folk Dance and Song Society. This role is being appointed at a time of unprecedented change and challenge for all in the arts world. The organisation has been well-managed for many years and is fortunate to be in a position of resilience however no one underestimates the enormous pressures faced at a time of funding cuts and increasing demands on requirements for delivery.

The Trustees and professionals who work together to deliver the objectives of the charity believe passionately that the cultural heritage of all who live in England, past, present, and future, should be both preserved and developed. A cultural heritage that stands still becomes less and less relevant and it is vital that the objectives of the charity are something EFDSS must continue to represent for all the people of England.

EFDSS has gone through many changes during the past 15 years and has developed a skilled, diverse, and professional Board. We now have young Trustees sitting on the main Board. The Chief Executive and her team are relentless in their desire to deliver excellence in all they do, and the results speak for themselves something I and the Board are very proud of. This is an organisation that delivers all over England and the ambition is there to do even more.

The variety of activities that EFDSS engage with are incredible in their breadth and range from a world-class library with digital global reach, a London arts performance space, national educational activities for both young people and educators, support for professional folk arts practitioners, the National Youth Folk Ensemble, commissioning of performances – the list goes on and on.

If you feel passionate about taking the folk arts of England to an ever-wider audience and public and helping this incredible organisation to go to the next stage of both its development and national recognition, then we look forward to hearing from you.

Lorna Aizlewood, Chair and Katy Spicer, Chief Executive and Artistic Director



Lorna Aizlewood



Katy Spicer

About the English Folk Dance & Song Society

The English Folk Dance and Song Society is the national folk arts development organisation for the folk arts of England. It was formed in 1932 by the merger of two organisations, the Folk-Song Society, founded in 1898, and the English Folk Dance Society, founded by Cecil Sharp in 1911. It is a Charity registered in England and Wales (number 305999) and Company Limited by Guarantee (number 297142).

We are multi-faceted, running a venue, library and archive, national learning and artists' development programme and are a membership, lobbying and advocacy body. Our applauded 1930s Grade II listed arts centre, Cecil Sharp House in North London, is home to much of our annual programme of events and to the Vaughan Williams Memorial Library which is the designated library and archive for the folk arts (Museums, Libraries and Archives Council designated status award 2011). Cecil Sharp House is owned outright by EFDSS.

We deliver learning and participation activities for all ages and abilities, and in all settings, and teacher and educators training. Our artists' development programme seeks to encourage and support creativity and the sustainability of a professional career as a folk artist through creative bursaries, performance, commissions, residencies, and other support. We have developed the largest freely available digital on-line archive of folk materials (VWMLonline), and a growing on-line free Resource Bank for teachers and educators.

Our acclaimed National Youth Folk Ensemble (founded in 2016) celebrates excellence in youth folk music and encourages progression from earliest grassroots activity in schools and community settings on to lifelong engagement.

We currently have c2500 individuals, clubs, arts, and academic organisations as members, primarily from the UK but also world-wide. We strive to be a voice for the folk arts, promoting positive images of our own activities and those of the wider folk sector.

The Board of Trustees/Directors currently numbers 14 individuals (maximum membership is 12 elected and four appointed) with experience in the law, libraries, heritage, digital, education, performance/creativity, and finance, together with a knowledge/involvement in the folk arts (<https://www.efdss.org/about-us/who-we-are/board>).

The staff team of 31 (21 full-time equivalents) is led by the Chief Executive and Artistic Director and includes five department heads – Business Development and Operations, Education, Finance, Library and Archive, and Marketing and Communications.

Over the past 15 years, activities have expanded several fold and as a result, turnover has risen by c60% through increased income from grants and individual giving, and earned income from ticket sales, courses and classes, venue hire and café/bar. Turnover for the year ending March 2022 stood at £1.32m.

Our mission is to...

- promote, preserve and develop the folk arts;
- provide national outreach activities that enable and increase access;
- be a centre of excellence of the study, practice and dissemination of English folk song, dance and music; and
- celebrate diversity and promote equality

...through programmes of performance, learning and creativity...

- at our venue, Cecil Sharp House;
- through our library and archive, the Vaughan Williams Memorial Library;
- through our extensive online resources; and
- in partnership with arts, education, and heritage organisations across England and beyond.

*Championing the folk arts at
the heart of England's rich
and diverse cultural
landscape.*



Developments

Highlighted below are some of the key developments in the EFDSS's recent journey:

- The establishment of a national education programme, including the creation of the London Youth Folk Ensemble and National Youth Folk Ensemble.
- The establishment of a national artists' development programme which includes showcase platforms, creative bursaries, residences and commissions.
- Becoming an Arts Council England National Portfolio Organisation (NPO) in 2009.
- The designation in 2011 of the Vaughan Williams Memorial Library by the Museums, Libraries and Archives Council.
- Creating the largest online and freely available archive of folk materials through projects accompanied by national outreach programmes with schools, families, and adults, engaging directly with c15,000 people, and funded by the National Lottery Heritage Fund
- Establishing the Inclusive Folk Programme for young people with disabilities, supported by the Postcode Community Trust and John Lyon's Charity.
- Capital improvements to Cecil Sharp House to create step free access (lift to all floors), other access improvements, and restore our historic Kennedy Hall and Library.
- Awards from the Mayor of Camden Unsung Music Heroes 2011; International Association of Music Libraries Award 2011; Music Teacher Awards for Excellence for the Best Digital/Technological Resource 2016 for our online teaching Resource Bank; Folk Alliance International Lifetime Achievement Award 2016.

Further information

Annual Report and Accounts (ARA) for 2021-22, 2020-21, and 2019-20

<https://www.efdss.org/about-us/who-we-are/annual-reviews>

Future Plans

Financial Model

Although the organisation has been successful at increasing both its earned income and income from fundraising over the past 15 years, the effects of inflation, standstill grants from Arts Council England (ACE) for over 10 years, and now a 32% reduction in ACE funding from April 2023, has left the organisation needing to develop a new business plan to ensure financial stability while continuing organisational growth over the coming years.

Through prudent management, estimated free reserves as of 31 March 2023 will be c£390k and restricted and designated cash reserves of c£440k. The Trustees/Directors have agreed to use free reserves to the value of £140k (the level of reduction in ACE funding) for one year only to enable the development of new plans.

Plans are currently being developed and include capital works to increase the space available for hire and our own activities in Cecil Sharp House. Revenue from venue hire has significantly increased over the past 10-12 years and it is an area of income that we strongly believe has the potential for growth. Planning permission has been granted for solar panels to be installed on the roof which would reduce our energy cost.

Governance

The organisation was created in 1932 as a membership society which is run on behalf of

its individual voting members. The governance model of the society needs review in order to maximise the potential of all different sources of income and recognises the needs of a professional arts organisation for the future.

Fundraising

An expanding focus on individual giving programmes and legacies alongside development of how and what membership means, using extensive data collected through the Spektrix CRM system.

Creative and Learning Plans

We will continue to develop the diversity of professionals and amateurs engaging in and with the folk arts through:

- Folk Discovery – exploring the range of folk traditions currently practiced in England;
- Inclusive Folk Programme – further expanding this programme;
- Continue to expand and diversify the National Youth Folk Ensemble and its national Engagement Programme

Organisational Name

We continue to work towards ensuring the name of the organisation is easily recognisable as fully inclusive and respects both the tradition of folk but also reflects folk in 21st century England, to ensure the name and use of its acronym no longer presents any barriers to engagement with us or with the folk arts at both a professional and amateur level.



Family Barn Dance at Cecil Sharp House

The Role

EFDSS now wishes to appoint a new Chair of the Board to lead the organisation in its next phase of development. This is a wonderful opportunity for the right person to work with this unique organisation and develop a sustainable, innovative new business model for the future.

The Chair has the authority to make decisions that fall within policies on Board-Management Delegation and Governance Process, except where the Board specifically delegates portions of this authority to others. The Chair is authorised to use any reasonable interpretation of these policies.

- a. The Chair may delegate this authority but remains accountable for its use.
- b. The Chair has no authority to make unilateral decisions about the policies (see Governance Policy Document).

Main Duties and Responsibilities

The successful candidate will need to demonstrate how their knowledge, experience, and capability, will contribute to the organisation's priorities, and strong governance.

Organisational Governance and leadership

- Ensuring the proper and effective governance of the organisation, and the development and delivery of an ambitious strategic vision;
- Acting as a line manager to the Chief Executive, appraising and setting work objectives and carrying out annual appraisals;
- Ensuring effective budgetary and financial planning and control, risk management and investment strategies.

Board leadership

- Building a collaborative and enabling culture on the Board, making full use of a diverse range of skills and knowledge within the Trustees;
- Planning the annual cycle of board meetings (usually 4-5 including the AGM) with the Company Secretary;
- Setting the agenda for board meetings with the Company Secretary and Chief Executive and chairing and facilitating board meetings;
- Attending General Purposes Committee meetings 4-6 times a year;
- Producing a report/article each four months for Board Matters which is issued to members within the membership magazine, English Dance and Song (EDS);
- Producing the Chair's report for the Annual Report and Accounts and to the members prior to each AGM in liaison with the Chief Executive.

Ambition and vision

- Working with the Board and Chief Executive to ensure the development and delivery of an ambitious strategic vision;
- Leading EFDSS' drive to be an inclusive and diverse organisation in its work, its audiences and participants, and its organisation.

Advocacy and relationships

- Representing EFDSS and ensuring strong relationships with key stakeholders such as Arts Council England, regional and national government, and other major funders
- Public speaking to stakeholders, audiences, donors etc;
- Representing EFDSS at key events such as fundraising events, regional and national sector events etc.

Fundraising and development

- Supporting fundraising and development work, representing EFDSS with donors and potential donors, and exercising personal influence and contacts to attract new donors to the organisation.

Articles of Association and Memorandum of Association:

<https://www.efdss.org/about-us/who-we-are/board>



Cecil Sharp House Choir

Person specification

We are seeking a Chair who will best support the work of the organisation by offering all or most of the following skills, experience, and attributes at a high level:

- An enthusiasm and support for the aims and objectives of EFDSS and experience in managing strategic change and innovation in creating a new sustainable business model for the future;
- A belief in the power of culture and education to transform and enrich people's lives and a commitment to support the work of those involved in it;
- Demonstrable leadership experience as a non-executive, ideally with some prior experience in the chairing capacity, whether in the commercial, public or not-for-profit sectors;
- A demonstrable commitment to equality, diversity, inclusion and widening access;
- Strong understanding of the role of a non-executive Chair, with a focus on leading and developing the Board and working closely with the Chief Executive;
- Excellent communication and representational skills, comfortable in an ambassadorial and fundraising role in a wide range of public forums;
- A willingness to use contacts and network for the benefit of the Society;
- The ability to work as a member of a team and a willingness to state personal convictions and, equally, to accept a majority decision and be tolerant of the views of other people;
- A preparedness to offer personal and business skills and experience to support the work of the Chief Executive and Senior Management Team when required;
- A commitment to carry out the duties of a Trustee/Director.

The English Folk Dance and Song Society is committed to increasing the diversity of its Trustees/Directors, staff and services as an essential aspect of its drive to continued success in the future.



Terms of appointment

Ideally, the appointee will be available from June 2023 to work with the current Chair and Board, Chief Executive and Senior Management Team, taking over fully as Chair at the AGM on 11 November 2023, when the current Chair will need to retire having served the maximum term of office.

Trustees/Directors are elected for a period of three years, following which they may stand for re-election for a second period of three years. Once one year has elapsed following a full six year term of office, a Trustee/Director is eligible for re-election.

Board members must be members of EFDSS (standard individual membership is currently £56 per annum) and need to be nominated for election by two other members. Any elections take place prior to the Annual General Meeting which takes place in November (usually the second Saturday).

Meetings currently take place on Saturdays with the exception of the June meeting which is a week day and is attend by the full Senior Management Team. 2 meetings take place on Zoom (March/September) and 2 meetings in person (June/November).

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the English Folk Dance and Song Society on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **EBILA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is **noon on Friday 26th May 2023**.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



Saxton Bampfylde

LONDON

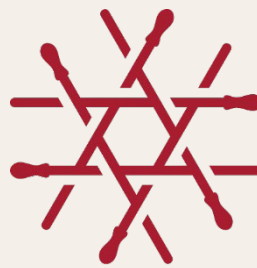
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Vaughan William Memorial Library