

# **FOLK CAMPS SOCIETY Ltd**



## **MANAGEMENT MANUAL**

### **UK RESIDENTIAL CAMPS**

Please read all sections of the Manual.

Understand how your job links into the others

Edition 2018

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# FOLK CAMPS SOCIETY LTD

Company Reg. no.931434

Charity No.255901

74 SCHOOL LANE, STAVERTON  
TROWBRIDGE  
BA14 6NZ

ADMINISTRATION MANAGER                      SARAH RICHARDSON

Telephone    0208 1232136

Mobile     07847 573733

EQUIPMENT MANAGER                              GRAHAM CLEMENTS

Telephone    07920 463007

Please remember that the Folk Camps managers above are not paid full-time, so please keep any calls to reasonable hours.

Folk Camps Society is a non-profit Company Limited by Guarantee

(registration number 931434) and not having a Share Capital, and is a Registered Charity (number 255901).

## **PREFACE**

This Management Manual is the guide for Folk Camps, its members and staff. Please read it - even if you have done the job many times before - as changes are made regularly in the light of experience and feedback from staff and campers.

## **MISSION STATEMENT**

Folk Camps Society Limited is committed to research into and promotion of the knowledge and practice of traditional music, dance and song from the UK or from other parts of the world. The provision of camping holidays, meetings and conferences enables teaching and instruction, learning and exchange of skills and knowledge in pursuit of that mission.

## **THE RULES**

1. All persons over 18 years of age attending camp must be either a Governing or Associate Member.
2. Members attending the Society's camps may be accompanied by any child under 18 for whom they will be held responsible.
3. Persons under the age of 18 must be accompanied by an adult aged 21 or over who will be held responsible for their conduct and who undertakes to do so at the time of booking.
4. All persons wishing to become Governing Members may do so upon payment of an annual fee and after verification by the Council of Management.
5. All persons over the age of 18 years, who are not Governing Members at the time of making a camp booking, shall automatically become Associate Members as soon as the booking is registered.
6. All classes of Membership shall have equal status on the Society's camp sites and shall conform to the code of camping as adopted by the Society, set out in this Manual, laid down by tradition and transmitted verbally by camp staff.
7. The Management of the camp is the responsibility of all camp staff as a team, however the Leader's decision must be accepted as final.
8. Members at camp are free to participate in any organised activity or not as they choose but all are expected to assist in the running of the camp by undertaking special duties and/or a share of kitchen duty. They

may suggest any activity or organise it in arrangement with staff provided that consideration is shown to other campers who may not wish to participate.

## **CAMP STAFF**

The Leader has overall responsibility for the camp, but his/her main concern will be the social and folk aspects. It is not the Leader's job to call all the dances, conduct all workshops and lead all sing-arounds, but to facilitate such activities and ensure, so far as it is possible, that they take place if the camps wishes it.

The Musician facilitates music either by providing it or arranging for others to play. It is not the musician's duty to play for all the dances and lead all the workshops but to help and assist campers to share their knowledge and skills and to learn from others.

## **INSURANCE**

Members of camp staff are covered by a business policy held by Folk Camps Society Limited which includes personal accident cover whilst on duty, employers' liability, and public liability cover. If you would like further details of these, please contact the office.

## **ARRIVALS**

All members of staff on weekend camps are asked to arrive at camp early in the afternoon on the first day.

## **EMERGENCY CONTACTS**

A list of local medical services - including the nearest doctor's surgery and hospital with A&E department - will be provided by the office and this should be displayed in a prominent place.

## **FIRST AID**

Staff should enquire whether there is anyone on site who is either a medical professional or has up-to-date first aid training and who is happy to be called upon in the event of an emergency. These people are also on holiday, so keep their identity confidential. Minor injuries and ailments should be treated by the local GP or hospital.

## **CHILDREN**

Children are their own parents' responsibility at all times. Parents may place other adults in 'loco parentis, but this is a matter for private

agreement between the adults concerned. No member of staff is obliged to take responsibility for campers' children.

It is customary nowadays to allow children to stay with their parents in the hall or marquee in the evening as long as they behave themselves, either join in the camp activities or sit quietly and do not cause nuisance to other campers.

## **WORKSHOPS AND WORKSHOP LEADERS**

Workshops are a vital part of Folk Camps' tradition however no camper should feel pressurised to take part. All staff should keep an eye out for potential workshop leaders and identify workshops which are required.

## **AMPLIFICATION**

At residential camps staff may be requested to provide their own PA. This should have been tested for electrical safety and appropriately labelled. In such cases the owner of the equipment has total control of its use.

All PA must be switched off after 11.30 pm.

## **POTENTIAL NEW STAFF**

All staff are asked to keep in mind that Folk Camps is constantly seeking new staff members. If a potential staff member is identified please inform the Council after the camp.

## **DEALING WITH DIFFICULT ISSUES**

From time to time staff may find themselves faced with problems which require sensitive handling. This may concern extreme drunkenness, drug taking, violence, abuse or any one of a range of other unforeseen circumstances.

If you are concerned about the behaviour of a person or group of people on camp, discuss it quietly with the other camp staff. If something "doesn't seem quite right" rely on your instincts; sound out the other staff to see if they have the same reaction.

It may be that the staff team cannot manage the issue, or that it is inappropriate that they do so, or that you are just not sure of the best course of action. In this case, please contact the Administration Manager for advice. We would rather have a false alarm than let a real problem go unresolved. Members of Council are on call to provide backup in an emergency and to take any major crisis off your hands so that the staff team can continue running the camp without distraction.

In the event that you need police assistance call 999 in an emergency, or use the 101 number for less urgent cases. Please also inform the Administration Manager as soon as possible.

## **HEALTH AND SAFETY**

Staff should encourage campers to share responsibility for creating and ensuring a safe environment in accordance with Folk Camps Society's Health & Safety Policy.

All staff have a duty of care to the Members and to ensure that account is taken of all the appropriate legislation and that plans or provisions have been made to comply with the requirements. Risk Assessments with a Management Plan are carried out for every site and a Site Record maintained.

If staff have any questions or concerns about health and safety please contact the office for advice.

## **RISK ASSESSMENTS**

An Initial Risk Assessment is carried out at the time the venue is surveyed by the Administration Manager, the Equipment Manager, a member of the Council of Management or some other person authorised by the Council. A record of this assessment is inserted into the camp Master File. A Management Plan, also in the Master File, will outline what arrangements are being made to satisfy needs identified during the Initial Risk Assessment.

All staff should familiarise themselves with the site risk assessment and sign the document as a record.

## **LEADER**

Your duty is to ensure, to the best of your ability, that the camp delivers a happy well-organised holiday. Other members of staff are there to assist you; it is a team effort but as Leader you have overall responsibility. You are the final arbiter in any disagreements or differences of opinion.

### **OBLIGATIONS**

You have a duty of care to everyone on site, including visitors.

You have a responsibility to ensure that:

- there are no breaches of regulations which might invalidate the Society's insurance,
- the local community is not inconvenienced by any of the campers' activities,
- the camp operates in a safe and hygienic manner,
- this Management Manual is adhered to as far as it is practicable.

### **BEING A LEADER**

You have been chosen to lead. Every leader has their own leadership style so think about your style beforehand and rehearse how you would deal with a variety of different situations.

Never underestimate the importance of debate. If problems do occur, sit down with the other staff members and attempt to arrive at a consensus decision.

You won't be able to please all the campers all the time. Just try and make sure no-one gets left out.

There may be people who don't want to join in any camp activities. It is their choice to please don't pressurise them to participate.

Folk Camps is a secular and apolitical organisation so any endorsement by camp staff of a particular religion or political view is inappropriate and should be avoided.

Preparation before camp will help you enormously. Look up the location on the internet and find some interesting tourist venues which the camp may like to visit.

The Administration Manager will, on request, email an updated list of people booked on your camp including their email addresses so that you can make contact with the campers beforehand. If necessary the



Administration Manager will email them all for you. In the last few days before the camp he will forward a final list of those who have booked together with details of their skills and talents, e.g.: musicians, callers, etc.

We recommend you do contact the other members of staff beforehand. Explain your leadership style if you don't already know one another and discuss in advance any plans you may have, particularly if they involve a departure from standard Folk Camps practice.

Every year Folk Camps experiences things that have never happened before. If you need to hire extra equipment to solve problems, please do so. We rely on our staff members to use their initiative. If the campers' holiday is likely to be impaired or there is something unsafe and needs attention, please find a way of solving it. If you have acted responsibly and in the best interests of the campers, the Council of Management will support your action and meet any bills incurred.

## **WHAT HAPPENS AND WHEN**

### **Residential camps**

First night	<i>Camp meeting (normally 8 pm)</i>
Last night	<i>Party night</i>

### **CAMP MEETING**

On the first evening hold a meeting of all the camp. Try to keep it as short as possible but make sure that either you or other members of staff cover the following points. Do not assume, because the majority have camped before, that there is no need to restate these principles.

- Welcome the campers and introduce yourself and the staff.
- Explain daily programme times.
- Outline the likely programme, but be prepared to be flexible if the camp wishes.
- Outline allocation of jobs.
- Outline music sessions and workshops.
- Invite those with special skills and talents to hold workshops; ask campers what workshops they want.

- Discover any medically qualified campers or those with up-to-date first aid experience by asking them to identify themselves privately to you.
- State children are in the care and control of their own parents or guardians at all times - not camp staff.
- Explain that children are welcome in the hall or marquee in the evening but that dances after cocoa may be more complicated.
- Folk Camps do not take any photos without permission and we recommend that everyone follows this courtesy.
- Explain the Comments Box is for feedback to camp staff and Council and that issues relating to the camp should be reported to a member of staff, so they can be resolved immediately.
- Information will be displayed at a specific location within the hall or marquee about activities during the week. This space will also be used to site the comments book, local information, etc.

## **DAILY PROGRAMME**

This recommended programme for weekend camps has evolved over many years; it works well and is what campers expect.

Music and other workshops	From 9.30 am
Coffee Break	11.00 am
Lunchtime	12.30 pm
Children's Dancing	7.30 pm (singing games at 7 pm for the youngest depending on camp population)
General Dancing	8 pm
Evening Drinks	varies from 8.30 pm to 9.15pm
Song Circle	as soon as everyone's got their drink
General Dancing	following Song Circle
Acoustic Session	11.30 pm after the PA is turned off

## **WORKSHOPS**

It may not be possible to meet all requirements. Set the timetable most convenient for participants; alternatively ask them to meet and fix their own time and location. Consider running some workshops every other day.

## **STICKS & SWORDS & EQUIPMENT**

Morris sticks, long sword, rapper and sports equipment are not usually supplied for residential camps unless by special arrangement. They are often supplied by camp staff or attendees wishing to run a particular workshop. If there is a need to cut Morris sticks, make sure you have the landowner's permission.

## **VISITORS BY INVITATION EVENING**

On residential camps, campers may like to invite friends in one evening during the week. It is wise to ask for a majority decision as strangers on site can unnerve some campers. All visitors to site at any time should be entered into the visitors' book and supervised by those who invite them.

## **PARTY NIGHT**

It is traditional to have a last night party comprising a mixture of dance, song, sketches and general celebration of the week's events. Workshops can showcase their achievements.

Casual visitors are not allowed on party night although the venue owner and any other prominent members of the community may be invited as guests of the camp.

Liaise with other staff and decide what form the evening will take. Take care programming the last night's entertainment. It is better to have back-to-back performance items, and dance after everyone's done their party piece, than to find it is 2 am and you still are only half way through the programme!

## **CAMPERS COMMENTS BOX**

The Leader will have provided to him a notepad and lockable comments box that will be available at all times to the campers to make comments and/or suggestion in. They can also be made anonymously. Every day the leader is to inspect the comments and take action where necessary. At the end of the camp the comments are to be returned to the office.

## **DOGS**

If dogs are allowed at the venue they must be kept on a lead. All exercising must be outside the site. Dogs (other than guide dogs) must NEVER be taken into the venue. Inadvertent messes must be cleared up by the owner immediately.

It is generally courteous for campers to keep their dogs close to their own accommodation and to ensure that they do not create a nuisance to their neighbours.

## **EMERGENCY SERVICES**

The management of the venue will have full information regarding the location of the nearest doctor, hospital and accident & emergency unit.

## **FIRE PRECAUTIONS**

The venue management will have an established Fire Assembly Point in a prominent position away from the building.

A designated “fire safety person” is to be responsible for keeping a list of all persons on camp. The list should be kept in a safe place (not in the venue). If there is a fire safety incident a fire brigade control officer will need it.

## **AT THE END OF CAMP**

During the morning coffee break on the last day make a point of thanking the staff publicly and everyone who has contributed to the camp.

Give out the date of the Reunion and the AGM. Ask those who are not Governing Members to consider becoming so, and those who are Governing Members to consider standing for election to the Council of Management.

Ask campers to make any suggestions for Folk Camps Council before they go using the Comments box.

It is your responsibility, before you leave the venue to ensure that everything is clean, tidy and in as good as possible order. We don't expect you to do this alone but to recruit the help of campers so ask for volunteers to help clear up the next morning.

Ensure that the hall is completely emptied and that all personal belongings are removed. Set up a lost property table and ask everyone to check for belongings before they leave camp.

It will greatly help Council if you make a note of anything which you think they should know in your report and let the Administration Manager have this information as soon as you can after camp.

# **MUSICIAN**

## **GENERAL DUTIES:**

The Musician's job is to co-ordinate the musical demands of the week, working with the leader to fulfil the musical requirements of the camp.

**You are part of the STAFFING TEAM, and you are expected to become involved in TEAM MANAGEMENT and take your share of any necessary tasks in this connection.**

Many thanks for agreeing to be staff musician. Obviously we have asked you to staff because we know that you can do the job, and many of you have a great deal of experience doing just that. All the same, we thought it would be useful to share with you some ideas and examples of existing good practice. Please do not think that we are telling you how to musician your camp!

You will be asked to provide a suitable PA system for the event. Please confirm with the office if this is not possible.

Flexibility is the byword. Musicians may get called upon to provide a whole spectrum of music from Morris through to esoteric international dance music.

## **DON'T PANIC**

Bear in mind the three keys to a successful week -

## **PREPARE - INVOLVE - CO-ORDINATE**

### **PREPARE**

Preparation is essential before setting off to camp.

We encourage the use of all teaching methods, for example using music or teaching by ear.

### **Playing By Ear**

A session of playing by ear provides another challenge for campers but people often appreciate it if you can hand out music afterwards. This method is obviously useful for non-readers, but also helps musicians to learn to listen to each other while playing and to think about interpretation of the music rather than just 'following the dots'.

### **Playing From Music**

It is generally considered wise to be armed with sufficient music to be able to present and run the requisite six morning workshops (Sunday to Friday).

There is a restriction on photocopying, so music should be sent out in advance if possible. We can help you do that if requested. This will give

people an opportunity to practice in advance and also to transpose where necessary. If you take your own music, allow sufficient copies of the music to go around. A good average would be 15 sets. Take care to collect them in at the end of each session if you intend to use them again - they have an unusual ability to disappear for good if you do not.

### **Choice of Material**

Choose music which interests you, but remember that there will be both beginners and experts at the workshop. Consider material contained in “standard” publications, especially “Join the Band” & “Play In the Band” as a number of the workshop will undoubtedly have their own copies. The Council of Management also wish to promote the use of “Folk Campers Tune Book” and will endeavour to provide a number of copies for you to use for workshop sessions that the campers can have on a ‘sale or return basis’.

If you are in a band at home, select some of your existing arrangements to play in the evening dances. Try and bring at least three copies of each item so that the “band” can play along.

Another tried and tested method is to take a theme either for the whole week, or for each workshop. Examples of themes could be Playford, Tunes in 3 time, Different Kinds of Jigs, Music for European Dancing etc. The start of the day could be a 'reprise' of the favourites from the preceding days' workshops.

As long as you choose thoughtfully in advance and make a general plan for the week, then success is assured.

### **Mixed Abilities and other Challenges**

We often have to deal with challenges in the morning workshops e.g. mixed abilities, transposing instruments, instruments which are restricted in the keys they can play in.

Many staff musicians split the morning workshop into a simpler session followed by a more advanced session. Consider involving all participants in the whole of the workshop by supplying simple second parts for the more complex tunes. The second part can be either a harmony of varying complexity or a simple sequence following the root chords. The latter allows beginners to rhythmically follow the tune without too much technique being demanded. Look around for work that is already published. There are many tune books being published to cater for this aim.

Identify a camper who can run a real beginners workshop for those who might be put off by the formal beginners workshop

Encourage the use of percussion (the camp should have a store of percussion instruments).

B flat /E flat instruments players can often transpose (or someone else on site usually can) if they have the music in advance. Alternatively, look out for publications with transcriptions in them. Folk Camps Society publishes such a book called "A Companion to Join The Band". Do not spend excessive time in the group sessions tutoring these players if they are in a minority. Remember that the time available for music workshops is limited.

Participants often enjoy the challenge of working on music which is outside their normal experience e.g. music from different folk traditions as well as the home-grown traditional repertoire, developing arrangements rather than just sticking to the melody, finding suitable notes to play outside the 'normal' keys.

## **INVOLVE PEOPLE**

Find out as early as possible what people can / want to play. What workshops are required. Who amongst your fellow campers is able and willing to assist you by providing a workshop or tuition to a group (beginners, recorders, singers etc.) If possible try and find some way of involving everyone who wants to be involved.

A good method of finding out is to ask campers to write down on a list, their requirements. Beware - this often turns out to be a wish list. Using the list consider how this fits in with your plan - what you can cater for. Then ask for assistance to meet specific requests - special groups, beginners tuition and so on.

In a typical week, music would run from say 09.30 to 11.00, being a massed session for the first part and then specific workshops / tuition for the remainder.

Following morning drinks there may be dancing and other activities. You may be asked to play for dance workshops. If you don't want to, or cannot play that style - try and get someone else to do it. Often there is someone enthusiastic to do so!

You may wish to extend your time to meet specific requests, particularly for beginners tuition - do so at your own discretion as it is easy to end up spending the whole day this way. You are on holiday too !

## **CO-ORDINATE**

On every camp there will be one or more experienced dance band musicians who will be happy to run the evening band for a time.

Try and organise each evening so that there is a planned sequence of band leaders and players available.

Do not overlook teenagers - some of them are brilliant musicians who only require a little enthusiastic encouragement and organisation to conjure up a

very useful band. Do not be afraid to ask for help - if there is no rush of support ask the leader to announce the need. If all else fails, you are the band!

Think about using arrangements from the morning sessions as band music for the evening (in which case arrange the music into sets beforehand, then you won't have to juggle with two or more pieces of paper for each dance).

## **AMPLIFICATION**

You will have been asked to provide PA for the weekend and it is your responsibility to ensure that it has undergone Portable Appliance Testing beforehand. You are responsible for the use of the system during the event. The warden must ensure that the system is turned off at 11:30 pm.

**A final word.....** do not be afraid to say NO. There will always be the caller who turns up with the most unusual request, be it an obscure Playford dance or the Transylvanian Necking Polska in 13/8 time. If you are confident with it - okay, If not, and they are unable to provide music for it in good time for a practice beforehand - then say NO (or find someone who CAN do it!). We hope this gives some food for thought and helps us all to have fun and inspire campers to continue their music playing until the next camp!

After the end of camp, report back to the Council of Management.

## **APPENDIX (ACCOUNTING PROCEDURE)**

1. The details of the camp's financial transactions are to be recorded, in triplicate, on the Standard Form provided (these are on No Carbon Required paper). A sample sheet is supplied.
2. Each financial transaction is to be recorded, in date order, with all expenditure having a numbered voucher in support. Always try to obtain a receipt but if one is not available then write out the details by hand.
3. Transfers of cash from your bank account to the Petty Cash should be listed as INCOME on the sheet and transfers from Petty Cash to your bank account should be listed as EXPENDITURE.
4. At the end of the weekend the two columns are to be totalled and the balances checked against the actual cash/cheques.



5. All vouchers, paying in slips and copy invoices (including delivery tickets) are to be returned to the Office as soon as possible, together with the top copy of the accounts sheet. The 2nd copy is kept in the Master File. The 3rd copy is for you personally.
6. The accounts form is also to be used to record payment from new bookings and late payments at camp. Ensure that a booking form is completed and full names and addresses are taken for all new site bookings. Remember that the rules of the Society are that invoices are settled 1 month before the camp starts. Anyone who arrives who is not on your camp list **MUST** pay the late booking charges listed on the booking form. There is an additional administration charge of £20 for each adult arriving at a camp without booking at least 2 days in advance. Any queries from campers must be referred to Head Office, in writing

## **NOTES**