

## Folk Camps Society Ltd

### **Minutes of the Meeting of Folk Camps Society Ltd on 20 – 22 September 2019. Held at YHA Milton Keynes, Bradwell, MK**

**Present:** Val Coleman-Porritt (VCP), Emma Daniel (ED), Marcus de Frettes (MdF), Judith Jenkins (JJ), Anthony Keen (AK), Barry Pollard (BP), Graham Clements (GC), Jenny Hopper (JH), Steve Porritt (SP), Sarah Richardson (SR), Patrick Self (PS), Lou Tribus (LT) Friday, until 3pm Saturday, and Sunday, Jane Wheeler (JW) on Saturday until 4pm

**Meeting times:** Friday 20<sup>th</sup> Sept 6pm to 11pm with break for dinner; Saturday 21<sup>st</sup> Sept : 9am to 11pm with breaks for lunch and dinner; Sunday 22<sup>nd</sup> Sept 9am to 11:56.

---

### Friday 20<sup>th</sup> Sept

#### 2267. 2020 Programme

#### **Sites 2020 Report (Steve Porritt)**

*Early May - limited options due to the change of bank holiday and the fact that many halls are either being used for VE celebrations on the Friday 8th and/or Polling stations on the Thursday 7th.*

*The choices are 2 day camp at Loxwood on our usual weekend Friday 1st - Sunday 3rd.*

*Or Chiddingly on the new bank holiday weekend Thursday 7th - 10th Sunday although we won't have access to the hall until the Polling station has closed at 10.15pm. But it's possible we could be set up in time to start a music workshop on Friday morning, running into a full day of activities and workshops.*

*Whitsun South 22nd - 26th May at Chedworth. This hall is getting very expensive (37.5% rise in the past 2 years). So it might be better to only have 3 nights as not many people stayed over until Tuesday last year.*

*Dancers, 29th - 31st May. Beckford.*

*Session, 5th - 7th/8th June. Miserden. Some attendees this year were asking for an extra day.*

*Inbetweener, 8th - 10th June. Miserden.*

*Singers South 11th - 14th June. Miserden*

*Musicians, 26th - 28th June. Beckford.*

*Singers North, 25th - 28th June. Bampton.*

*August Bank Hols South, 28th August - 1st September. Meonstoke*

*Northern Camps (same as usual)*

*Dalton, 22nd - 26th May.*

*Bampton, 28th August - 1st September.*

*Marquee site - Hole Park, Rolvenden, Kent.*

*Starting either July 18th or 25th - August 21st.*

*Hall site - Welbourn, Lincolnshire.*

## Folk Camps Society Ltd

*8th - 15th August.*

### **Staffing Report 2019 Summary (Barry Pollard)**

*All camps were run successfully again, due to the incredible hard work of our volunteers and contractors – thank you all very much.*

*Both camps were appealing, although opinion of the Knockerdown site was mixed between cold and muddy versus beautiful and lots of local attractions. The new hall site at Staple was well thought of by staff.*

*Detailed feedback is included in the 4m. Staff feedback report.*

*Most staff feedback was positive again – well done to all of our volunteers!*

*Specific examples called out –*

*Musicians – continued disagreement of how to best approach the role.*

## 2268. Sites 2020 issues

### **Discussion about the feasibility of running 5 weeks of marquee camp**

Can we fill 5 weeks of M + 1 week of H? *There seems a good possibility that we can and we have to be prepared for increased bookings as a result of all of the marketing activity.*

What is the process of applying for permission and how long does it take? *It can be a lengthy process, through the local authority planning office, but the request would not amount to a great variation of what is permitted without permission: 35 rather than 28 days.*

What will it mean for FCS's reputation if we don't fill the weeks? *We don't know yet. We need about 100 people at each camp to cover costs. We are allowing up to 135 to book per camp expecting attrition, resulting in numbers closer to preferable 125.*

Can we just apply for 4 weeks and just stay on an additional week? *JJs planning dept colleagues at her Council suggested that if we did, the machinery of LA enforcement would not really get up to speed before we would have left. We could do this, but it might affect our standing and reputation with land owners and local authorities. We shall be applying for permission. The cost of doing so is low. The matter is in hand.*

Is there any environmental impact on the field and area if we stay an additional week? *Not necessarily. If the farmer is willing for us to be there for 5 weeks, then he must feel that it doesn't have any negative impact on the field.*

Might there be objections from the membership? *There is a potential that reducing the Hall camp offering to 1 week only might suggest Council were not supportive of the Hall camp. We could point out that the Hall this year has capacity for 120, more than often and we propose a popular staffing team. The overall offering still contains 6 weeks of FC.*

### **Discussion about publicising the nature of each camp**

We should be more specific about the activities and themes of each camp when we post camp information on the website pre-booking.

## Folk Camps Society Ltd

A “dancing” camp should really be at a hall because the floor is better for dancing.

We can make changes to website descriptions of different camps as the booking season progresses and we have a better idea of who will be at camps and what skills they can offer.

### Discussion about current staffing plans

We have enquiries out with several potential staff. We do have enough staff for 6 weeks of camp and plan to give our lesser known staff a better profile on the Web page and in Extent.

### Discussion about publicising what’s going to be offered at camp by various people

It’s presumptive to advertise specific people offering skills at a camp even with their permission. Also, if we advertise that an activity will happen and the person offering it doesn’t come to camp or decides not to do it, then it looks like FCS has let people down, “false promises”. We can use social media type communication for this, Facebook or allowing posts on a camp’s page on the website. We could add info on the website for the camp such as ‘workshop XXX often occurs at this camp.

### Discussion about sites

Both options for the Early May bank holiday are poor, due to the change of date of the bank holiday to the Friday and the polling station being at Chiddingly on the Friday evening. There aren’t any other hall options. The decision was to take the Chiddingly option with people arriving on Thursday night and possibly staying over to Monday if the site allows. The camp meeting would be deferred to Friday morning after the music workshop.

Chedworth: it was extended to 4 days to be equal in length to Dalton. Few people actually stayed over the last night. The basic problem is falling numbers at Chedworth. How can we better promote this camp? MdF proposed that we continue to hold it for 4 days this year. We need to look for a different site for next year.

Session-Inbetweeners-Singers’ south – we will extend the session camp by one day and continue to hold inbetweeners camp.

Singers’ North – this will happen this year but staffing still needs to be sorted.

### 2269. Staff feedback from 2019 season

Re Knockerdown: There were differing opinions about the site.

Lesson learnt: We need to be more proactive about predicting when we will need to order rolling road for a muddy site and order it in advance.

Musicians have very varied styles and this is hard to manage expectations.

We agreed to discuss a ‘minimum offer’ for music later in the weekend. The musicians’ manual needs to be updated to outline the minimum offer we agree and Folk Camps must make sure that musicians have what they need (assistant, resources, space etc.) to run a workshop that meets this specification.

A half hour inclusive part to the morning music workshop and having early evening dances is also part of the “minimum offer” for each camp. It is the leaders’ responsibility to organise it. The musicians’ responsibility is to make sure there is a band for this. It’s also the leaders’ responsibility to make sure there are callers.

## **Folk Camps Society Ltd**

### Camp staffing 2020

Options for staffing of 2020 summer program were explored.

## Folk Camps Society Ltd

Saturday 21 Sept

### 2270. Approval of minutes of May meeting

The minutes were accepted as true by everyone and signed by Marcus de Frettes.

### 2271. Strategy

MdF explained that FC has been declining in membership and the awareness of FC by the outside world. Our strategy, which includes projects such as the FCPB is to make FC grow. PS remarked that this is in line with our objectives to promote and preserve British folk music and dance.

### 2272. Company Secretary's Report – Judith Jenkins

JJ reported verbally that her duties as Company Secretary had amounted to providing her address for the records and, at the start of the meeting received a letter from Charibond/Charifund about their administrative changes.

**Action:** JJ to pass the letter to the finance committee, by end September.

### 2273. Bookings & Finance – Sarah Richardson

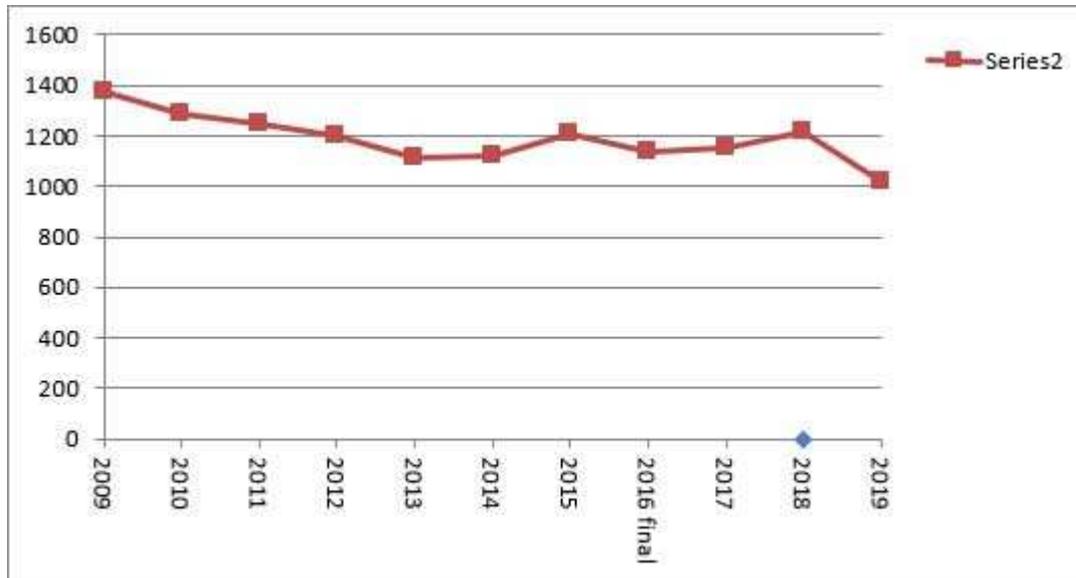
CAMP STATISTICS at end of August 2019																				
Seasons	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Breakdown of attendees current year								
TOTALS	1377	1283	1246	1199	1109	1119	1209	1139	1148	final	1017	Adults	18-21s	12-17s	5-11s	under 5s				
Winter Warmer	30				24							784	37	83	89	24				
Craft Break	57	59	60	62	48	48	48	57	53	51	57	56	1	0	0	0				
May Bank Holiday	68	66	58	72	83	76	77	66	67	79	62	46	0	3	10	3				
Spring Bank Holiday North	107	113	96	86	80	85	79	93	102	118	93	69	2	8	9	5				
Spring Bank Holiday South	120	81	121	121	103	75	73	67	49	79	40	37	0	1	2	0				
Dancers Weekend	40	42	31	28	31	36	27	28	24	34	32	32	0	0	0	0				
Session Music weekend	32	27	20	24	27	33	28	33	29	21	25	25	0	0	0	0				
Musicians Weekend	49	20	24	29	0	24	34	32	32	32	28	28	0	0	0	0				
S/C week camp								7	7	8	11	11	0	0	0	0				
Singers Weekend South	49	44	28	25	41	29	35	39	8	35	41	41	0	0	0	0				
Singers Weekend North						48	29	43	31	23	0	0	0	0	0	0				
Halsway Manor											0									
Marquee camp 1	111	78	123	122	92	124	123	109	118	78	110	59	14	25	10	2				
Marquee camp 2	117	121	127	129	127	124	106	81	126	132	79	48	1	10	19	1				
Marquee camp 3	118	120	121	56	128	125	101	93	120	132	106	73	9	12	9	3				
Marquee camp 4	124	123	129	110	100	125	130	50	90	142	77	64	1	3	7	2				
Hall Camp 1	80		35	121	36	43	102	113	90	36	76	54	1	3	13	5				
Hall Camp 2	102	101	99		59		71	123	56	0	72	44	7	15	4	2				
Europe 1		70		29				0	0	0	0									
Europe 2		59		54				0	0	0	0									
August Bank Holiday N/Jt	65	64	53	48	40	47	64	36	60	190	45	40	1	2	2	0				
August Bank Holiday S/50	108	95	121	83	90	77	82	69	86	25	63	57	0	1	4	1				
Winter Warmer 2015				7	5															
Craft Break next year	47		58	44	35	45	52		41	41	47	47	0	0	0	0				
Residential camps	87	59	60	62	72	48	48	57	53	51	57									
Bank holiday camps	468	419	449	410	396	360	375	331	364	491	303									
Workshop weekends	170	133	103	106	99	170	153	182	131	153	137									
Marquee camps	470	442	500	417	447	498	460	333	454	484	372									
Hall camps	182	101	134	121	95	43	173	236	146	36	148									
Combined summer weeks	652	672	634	621	542	541	633	569	600	520	520									
Europe camps	0	129	0	83	0	0	0			0	0									

<report>

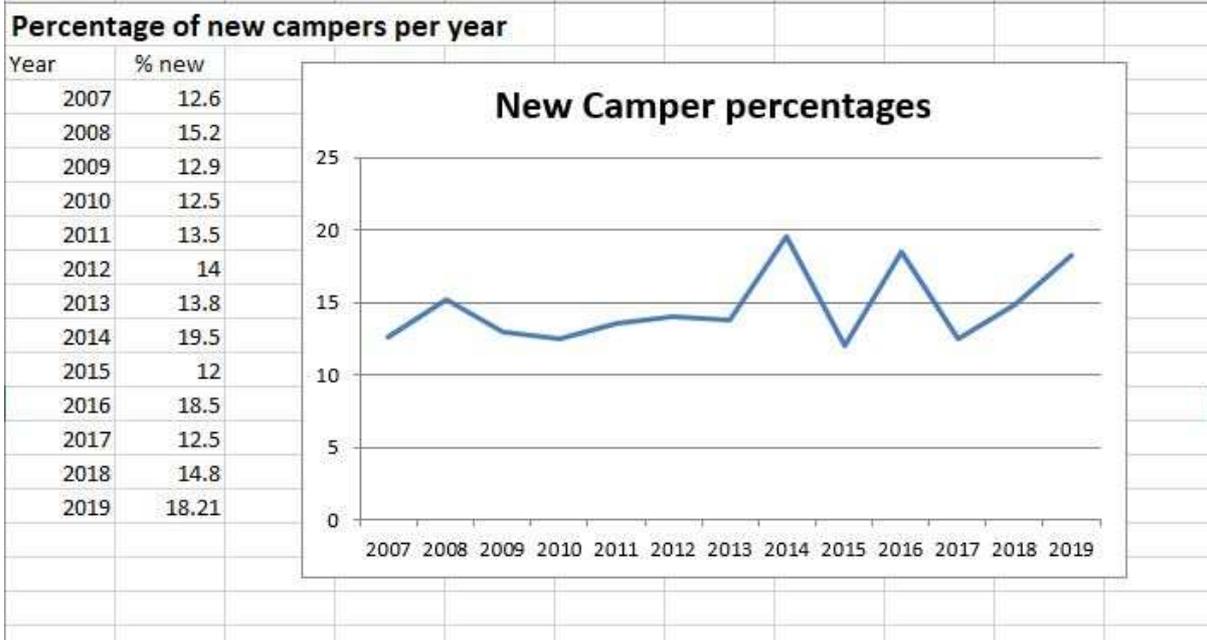
## Folk Camps Society Ltd

Looking at trends –

SR explained how the charts are formulated. The camp stats table shows “places” booked, and the trend chart is also from that data.



The two “new campers” chart uses data from the database and shows it in two different ways.



## Folk Camps Society Ltd

YEAR	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
NEW CAMPERS	113	124	110	102	106	104	94	141	131	136	93	115	126
YEAR													

Year	New Campers
2009	110
2010	102
2011	106
2012	104
2013	94
2014	141
2015	131
2016	136
2017	93
2018	115
2019	126

SR pointed out the high number of staff bookings, increased in recent years because we have more staff on camps.

### **Financial position:**

SR and MdF calculation of 'deficit' varies: using the book keeping approach £37K; using the budgeting spreadsheet £22K. MdF notes that we need to resolve the difference because we will be making important decisions based on this figure. We don't know exactly what figure our accountant will calculate. MdF's model achieved a similar figure to the accountant for last year..

PS pointed out that last year the Admin accounting system that SR uses came up with a figure that differed from the accountant's final figure by about £11K. He also said that in past years Mic Spenceley's (previous admin manager) bookkeeping figures have differed from the accountants final account figures.

MdF thinks that the 15K difference can probably be accounted for by about 10K (craft break adjustments) and 4K (reduction in outstanding staff credits). SR showed us an account of staff credits and there were several that were over £2000.

MdF compared the predictions of the "old model", which worked slightly differently, with figures that come out of the "new model" created by MdF. Generally, the two models agree although the old model is slightly optimistic. Both predicted about £38K for the deficit based on the actual booking numbers. But they are both based on overheads that are significantly higher than they actually turned out to be by about 14K.

MdF noted that our income from bookings was roughly the same as last year even though the number of bookings were down. This is because of the increased price.

SR noted reasons why admin costs were down this year:

1. Modest capital purchases
2. Contractor payments have been less,

## Folk Camps Society Ltd

PS asked if we are happy to move forward on the basis that the deficit in 2019 would be reported as close to 22K (24K including depreciation) in the accounts.

There was general agreement for this.

### **2274. Folk Camps Party Band**

The decision before Council is to decide whether to continue with the FCPB.

JW had provided in advance of the working weekend a report to inform the decision on future funding of the Folk Camps Party Band.

MdF had also circulated a report containing the data and metrics on FCPB in the past and known data on future booked gigs. This also contained analysis of booking figures over the last 13 years.

MdF proposed a structured approach to considering elements of the decision whether or not to accept the year 3 party band proposal. (The following sections show this approach – it was addressed under these sections and also covers the points from JW's report.

MdF proposed that the decision to cease publishing minutes be reversed from this meeting onwards. Seconded LT. Carried unanimously.

#### **1. Review of the completed 2-year contract**

MdF asked council if we are happy that the contract has been delivered and the way in which it has been delivered. There was general agreement that we are happy.

BP noted that there have been issues about recruitment. MdF and others pointed out that we gave FCPB a lot of liberty to form the band at first so that the band was up and running quickly.

A consensus emerged in Council that the FCPB does meet our expectations on gig delivery and quality of offer. Gigs + workshops. The formula is continuing to emerge according to Jenny's ideas. If anything the addition of the very successful workshops exceeds the original expectations. The quality of the leads is yet to be tested.

In terms of what we need of the project: camper recruitment, we do not have complete measures.

ED reported about a conversation with a family member of a band member who wasn't very aware of the activities of FC. Her point was that all the band members and their families, not just Jenny, be fully aware of FC programme and activities.

MdF pointed out that the contract has been over-delivered by delivering the FC style workshops and the fact that A&J promoted FC constantly during the workshops and throughout each entire festival weekend.

Also over-delivered more gigs than expected in year 2.

PS summarised our view that the 2-year contract has been delivered.

#### **2. Cost/benefit of the 2-year contract**

How much might we get back....what is the likely return on our investment?

Total direct costs: £37,453 over the first 2 years. (compares to rough budget of £40,000)

## Folk Camps Society Ltd

Direct income £300 (Gate to Southall)

Total net direct costs: £37,153

Associated costs: filming video, marketing and printing, banners etc. £1,082

How much we will get back eventually is unclear. There are direct financial benefits, and then projected benefits over many future years.

MdF's measurements of positive gains from data we already have: income to date: £300, new bookers: 3 (£1078 Year 1, £672 Year 2)

JJ and BP asked about whether or not these bookings might have come anyway because of contact with Jenny and her music (teaching, gigs etc.). JJ referred to the "7 points of contact" Sue Malleson mentioned and the fact that we don't know at what point of contact with FC these bookings occurred. MdF had researched and confirmed that where we were unsure of booking sources they had been verified as FCPB sourced.

MdF's projection of long-term booking activity as a result of the band's year 2 was presented. He calculated that the average income derived by a new booker (organic or otherwise) is £1743 over 10 years. PS said that he asked Claire Mycock to look at the figures and suggested a different method. She wasn't able to verify MdF's model because of its complexity. PS has also made a projection based on an idea from Claire which comes up with similar figure of £1,500 for the same 10 year projection but this doesn't take account of organic subsequent growth, so is more conservative than the MdF calculation, and Claire Mycock agreed that Patrick's figures are plausible. PS said that "lififers", people who already camped pre 2007 are worth even more, on average 3 times as much. So creating "lififers" is very valuable to FC. NB all these figures are in 2019 prices.

Leads from FCPB in 2019 (year 2):

<b>Gig (workshops)</b>	<b>Exposure</b>	<b>Leads</b>	<b>Musician leads</b>
Chippenham	350	30	3
Gate to Southwell (2)	100	13	5
Cecil Sharp House	80	18	6
Towersey (2)	500	96	60
Bromyard (1)	150	22	9

Total leads = 179 in 2019

The conversion rate from Facebook promotion was 6.5% - people who gave us contact details and later booked on a camp. It's very hard to compare FB and FCPB because of timing and type of promotion.

The band has created a lot of leads. It is difficult to assess the conversion rate of leads to bookings. JW questions whether we can extrapolate about campers who come from festivals – if we can extrapolate about them in the same way we extrapolate organic bookings because they may not be the sort of people who come again and again.

MdF estimates that the conversion rate for the FCPB promotions will be 5% in the first year and 3% in the next. This means that 5% of the 179 contacts we made will book in 2020 and 3% will book in

## Folk Camps Society Ltd

2021, with a projected income of £23,600 over 10 years. The additional surplus will be about £17K according to MdF's projections. We spent about £18K in Y2 of the FCPB.

Council accepted the projections as plausible.

MdF noted that FCPB is not only about profit, it is just one of the factors.

AK pointed out that there were 12 new campers on marquee week 2 that came from the FB promotion. How much did we spend on that and what was the income and projected 10 year income from that and how will it compare to the outcome of FCPB. We agreed that FB is cheaper for advertising but we are not just looking at FCPB purely in terms of finance. MdF noted that we reached (saw our advert) about 20% of the FB projected target audience for the parameters of the campaign, so there are many more people to reach.

### 3. Discussion following the principles in JW guidance paper

Arguments for and against continuing the FCPB in principle.

JW – we have three options – a) fund it, b) don't fund it, c) fund alternatives, either only a portion of the PB or other projects, d) find alternative funding such as crowd sourcing.

Issues and challenges raised by members:

- Governance and oversight
- Metrics
- Alternatives which are effective or a plural approach
- Use of reserves
- Collection and presentation of data. And how this data analysis is difficult given a likely time lag of 1 year until a new booking
- Party Band as symbol of the membership's difficult relationship with council. Symptom not cause
- Status of the FCPB – who owns it? It is a development project? Who's the target audience?
- Perception that recruitment into the band has been exclusive and excluding
- Festival attendance damaging to FC bookings

JW remarked on the strong views in the membership about the band. There is a marked division of opinions about the band.

What are the middle ways to meet these challenges and reduce the division in the membership?  
How can we soften the financial impact?

What happens in future years – if we are perpetually making 1 year decisions it will take up a lot of council time.

How can we improve/reinstate members' confidence in Council?

MdF asked us to discuss the issues that we feel influence the decision.

SP felt that next year will be the "pay off year" in terms of gigs, exposure and booking. SP stated (and Council agreed) that if we stop now, the investment of the last 2 years will be lost at the point when the band is poised to make the biggest impact.

JW pointed out that with revenue, the band will probably cost 11-13K total next year.

## Folk Camps Society Ltd

JJ said that our effort to get funds from the Arts Council has not been pursued in full because the FCPB is not proposing 'new' activity. Also as an organisation we have such large reserves that any funding organisation would ask why we aren't spending that money instead of asking for grants.

Alternate funding could be possible – e.g. anonymous member sponsorship (two campers have already expressed willingness to contribute in this way). But this wasn't pursued while making the decision on the current year 3 proposal.

VCP noted that we need to promote the educational aspect of the band a lot more.

ED asked if we have any responsibility for the wellbeing of the band members, especially the younger members. Reply was that we expect parents to be responsible for their children at all times.

BP said he thought that we are poor at both communication and project management. This may affect the success of the project.

JW noted that at this point we cannot say, we have very little direct evidence, that the band will bring in new bookings. We have to believe that it's the right thing to do for the future of Folk Camps.

JW/BP – questions arising about who owns FCPB. Do we own the idea? No – it was Jenny's. Can we give the contract to someone else in the future to form a new band? Yes. Can the membership request that someone else leads the PB? It was a council decision, not membership. We must explore possible alternatives to the current project – different ways of funding, etc.

PS points out that the PB fulfils the criteria of the development fund. We could say that we've taken money out of the DF to fund the PB. BP brought up a number of points against this argument. BP said that one of the problems we have is that we didn't define the project properly.

JW – if we were looking at 5 different proposals to spend 13K, would we still choose the PB?

MdF/PS – the governance issue is whether council had the right to use the reserves in the way that we have. PS says yes: we are the directors of the organisation, and the Mem and Arts gives us the power to make decisions like this.

LT asked that it be made very clear to the membership that A&J went through a formal application process to get funding and that anyone else wanting to fund a project can do the same, and go through the same process of making a good project suggestion to Council. We did not just give A&J money because they are popular camp musicians with friends on council.

BP pointed out that the workshops would be a good project to branch out and take forward using other folk campers and at other festivals. BP feels that the workshops are in many ways a more accurate reflection and representation of what Folk Camps is.

BP asked what learning from this project can we use in future projects, especially those which develop young musicians.

JW said that comparing the PB to FB, word of mouth, RJ's orchestra, the PB doesn't do as well from a purely financial point of view. Even if it will pay for itself over the next 10 years, it still doesn't compare. We have to look at the developmental aspects of the project – developing young musicians. We could have a spin-off project of doing the workshops as a FCPB product at smaller festivals. LT suggested that the idea of changing and branching out the PB into more workshops and fewer big performances as our objective for the future of the PB will be more acceptable to our members.

## Folk Camps Society Ltd

SR suggested that negotiations with A&J about the future of the PB beyond Y3 might involve a changed view of the activities of the PB – more workshops, fewer performances.

Metrics – JW complimented Jenny’s presentation of data in her report but her reports don’t show impact on Folk Camps.

Jenny’s vision and creative direction doesn’t fully encompass all the styles within the folk camp tradition.

Some musicians are missing from Folk Camp especially at Bank Holidays due to attending FCPB gigs.

The FCPB is less cost effective than other channels of marketing. Or at least harder to evidence at this point.

JW stated that there are concerns that either a decision to go into year 3, or not, will create tensions in the membership. There is talk of ‘sides’ and this is not healthy for the organisation. The 2018 AGM was a divided meeting. Although it wasn’t pleasant, it was important that members had the opportunity to express themselves.

JW stated that the impact of this decision needs to be considered and the overall benefit to the organisation must be the determining factor.

The band is multi-age. It is a good educational and developing experience for the (non-professional) members of the band.

More open recruitment to teenagers is intended to lead to development of future camp musicians.

We want Jenny to publish recruitment mechanism for next year’s party band members soon.

We need more info on ages and make-up of the band (Action on Council to obtain in future in reports from Jenny).

BP brought up the “Andy and Jenny” effect – new campers who come to camp expecting the FCPB and might be disappointed. This will be a separate discussion. MdF noted that a new camper who came because of the FCPB and didn’t go to and A&J camp really enjoyed it.

BP initiated a discussion about target audience – will having a lot of new campers who are festival goers mean that the character of FC changes. BP asks - are we going to the right places and doing the right things? Though we noted that all new campers (from Facebook campaign) fitted in really well at each of the camps that they attended)

JW addressed the issue of ownership. Do FC members feel that they “own” the band, do they see it as part of Folk Camps? ED asked for an FAQ for council members to help explain the financial decisions we are making, but which we don’t all fully understand.

JW pointed out that if we are accepting MdF’s figures as plausible, then we need to apply the model to all our marketing activities

At present, our reserves are healthy enough to cover investing in Y3 of the FCPB. BP – we need to clarify to the members that we are **investing** in this project and it will show as an investment in our accounts. It is not an operating cost. SR suggests that we need a change in policy to allow us to show that the PB is an investment in the account. This would also allow us to clearly show other similar investment projects in the same way. PS stated that Council (the directors) could direct the accountant to show much of the FCPB costs as an investment in the 2019 accounts, not a running cost.

## Folk Camps Society Ltd

As discussed at the working weekend of 2018, Council agreed that maintaining total reserves at £170,000 would be enough to cover even the most drastic of disasters, namely two consecutive seasons having to be completely cancelled at the last minute.

The band has the opportunity to develop workshops etc. which is beyond the original offer.

Council noted the break point in the contract (maximum exposure of less than £4,500) and the fact that we can gather more data about the bookings derived from year 2 activity before the break point (31<sup>st</sup> March 2020) gives us the opportunity to stop if it does not look good.

We have secured significant concessions (stated earlier) from the band in the y3 contract and have retained the bands goodwill.

We have the possibility of widening geographic recruitment to more people by offering the development fund to support potential band members who must travel to attend practices and performance.

We noted that in year 2 the recruitment into the band was more open than year 1, and this needs to be even more visible to Folk Camps members in year 3.

The party band can inspire new marketing and recruitment activities and improve Folk Camps brand awareness.

JW summarised that Council must acknowledge the concerns and consider all the issues to the best of their ability. We must communicate really well before the AGM.

Other people can suggest other proposals for big projects (bigger than development fund grants) and they will be considered by Council. PS stated that Council has the authority (from Mem+Arts) to approve spending on such projects, or actually on almost anything that it considers suitable: e.g. the discussion on purchasing a field a few years ago, which had much bigger implications in terms of legal responsibilities.

Council has carried out due diligence on the impact on reserves of the spend on party band.

The commitment we are making is only for year 3 (and technically only for six months owing to the breakpoint in the proposal), not yet for any further years.

### 4. The year 3 proposal

**Assumptions:** 4 gigs, £80 per travel claim, £2,250 direct income from gigs (festivals).

**Changes from previous contract:** fee basis remains the same, but:

- 10% discount on basic contract fees
- 30% discount on gig fees
- 1 fewer rehearsal days
- Reduction in allowance for musical arrangements

**New result:** Direct cost is approx. £14,250

Net direct cost approx. £12,000

Each additional gig estimated at a net cost to FC of £400.

There is a break point at 31 March 2020, which, if triggered, would limit the total contract cost to £4,419.

## Folk Camps Society Ltd

A sound engineer (cost of approx. £100 + expenses per gig) will be provided at the FCPB supplier's cost so no charge to FC.

JW: The contract would cost FC £13K.

If we were looking at 5 different proposals to promote folk camps spending 13K, would we still choose the PB? Perhaps not, but the fact is that it now exists and the balance of potential impact has shifted.

### 5. Decision

Proposed by AK to accept the 3<sup>rd</sup> year of party band contract and that we commit to complete the actions agreed by the date of the AGM.

Seconded by JW

8 votes for (with 1 abstention). None against.

### 6. Actions

- Publish full detailed minutes - JJ SR PS and LT
- Publish a readable account of our deliberations on Council News – JW
- Document the funding model summary for year 3 - PS
- Year 2 accounting treatment. Message to the Accountant. (timescale 7<sup>th</sup> October) – Mdf and SR
- Research sponsorship vehicle – Mdf
- Publish the next recruitment opportunity for the FCPB – Mdf and BP
- Structured process for new bids (to launch at the AGM) – JW

BP remains the first point of contact for the FCPB. But there are serious concerns that despite Marcus' good record of liaison with the band (particularly at festivals) the perceptions communicated to Council members place him in a difficult position to maintain the confidence of the membership. After the AGM we shall need to review who takes on the main link with the FCPB. Council appreciates the extreme hard work that Marcus has put into realising the benefits of the band. - ALL

## 2275. Budgeting and pricing 2020 –MdF

What is our objective for price setting? Filling camps? Or meeting costs. Generally felt that we should plan for holiday operation to be in balance for each separate year.

This year we cannot afford to come in with late discounts and a reduced price would be attractive.

Important to ensure campers are aware they are not offsetting the cost of the party band in their camping ticket price. Factors to consider include:

- The impact of Brexit
- Inflation currently 1.7%
- Equipment purchases expected to be low
- Contractors working hours beyond their expected contractual commitment
- 5-week marquee

Council agreed projections of attendance at Camps, staffing levels, cost inflation of 3%, mindful of contractor and capital costs.

Discussion about the levels of deposit, payment terms in deposits, proportions of discount and timing. Using discount to fill low occupancy camps. The deposit level, as a % of camp cost or a fixed level or keeping as it is.

The new model was used to project financial effect of scenarios with aim that operation be in balance excluding investment in FCPB. This resulted in the following decisions:

1. Freeze prices (except for Craft Break)
2. Early discount incentive on summer camps: 10% discount until camp hits 70, 5% discount till 100.
3. Deposits stay the same at £20 per person per camp. But a booking lapses if the deposit is not paid within 2 weeks of booking being received.

Proposed: PS  
2<sup>nd</sup>: MdF  
Carried unanimously.

Using assumption of 100 bookings per summer camp the discount is equivalent to an 8% discount and results in a holiday operational that is in balance (neither surplus nor loss). The increase of 80 bookings overall is justified by the lead conversions expected from the FCPB and facebook marketing activity both this year and next. And also of some groups of regular Folk Campers that did not attend in 2019 but have stated that they do intend to in 2020.

## 2276. Staffing – Barry Pollard

*Once again, the vast majority of the feedback from staff was positive and camps generally went well.*

*Super staff – Staff were quick to praise each other and tolerant of differences despite any particular preference.*

## Folk Camps Society Ltd

*Apprentices – Although apprentices were thin on the ground this year, we have had several new staff continue to shine:*

*Leaders – M1 Regine de Frettes; M2 Rose Malleson and Anthony Keen*

*Musicians – H1 Nonny and Paul Tabbush; H2 Viv Baker*

*Wardens – Chedworth Sarah Richardson; M2 Thomas Lord*

*Caterers – H2 Colin Elliot*

*I have had a number of recommendations for new staff next year -*

*Leaders – Steve and Lois Knight*

*Musicians – The Tarlings; Kay Waceba; Sheena Mason; Adriaan; Mik.*

*Wardens – Dave Embuery; Ned Clack; Stuart Mounsell.*

*Comments – Again, some staff asked for access to comments they missed during their week. We need to have a routine task of sending or linking staff to the comments of each camp as they are not seeing the end of week comments in general which tend to be the positive ones.*

*Travel: Walter Pohl Investigate travel rebate from Europe please*

*Holiday or not – Regine de Frettes*

*Leaders*

*Paper for notices – Regine de Frettes*

*Focus should be for weekend camps not weeks – Sally Mounter*

*Musicians*

*All should be offered chance in the evening band – Bob Shatwell*

*Standardised offer, especially of first 30 minutes for beginners at music workshop - Chris*

*Info when booking on key of music needed and level of proficiency - Richard*

*Caterers*

*Wasp bag suggestion and new temperature tester please – Susan James*

**Action SR:** Comments to be sent to camp staff for that week.

European fixed travel fee has not increased for some time. **Action BP:** will research and agree a new level.

## **2277. Catering – Jenny Hopper**

*The changes to the menus have worked well. We still need to look at some of the days to improve the amount of work needed by the cooks of the day and choice of vegetables. Having an opt in vegetarian evening meal, worked well.*

## Folk Camps Society Ltd

*Both Bookers were helpful, and we had an Ocado delivery to Staple. I took some spare food from Knockerdown, to a food bank/café near me and Staple organised their food that couldn't be returned, to go to Age Concern.*

*We still have some problems with stock control. As Provisions manager I hope to produce some clearer documents to help the caterers to see what has been ordered for their week and what is spare.*

*The catering staff are meeting this November on the Sunday after the AGM to discuss what went well this summer, where we can improve in the kitchen, how we can improve the menus and what needs amending in the manuals etc. We also need to look at the way we cope with and display allergens for each meal.*

*The party spend for each week was a little over for all but one week. We have been trying to encourage simpler party food. This budget has been set for £1 per person at each camp for many years does it need increasing? Some weeks often do special nights/ afternoon. Do we need a budget for these things too?*

*The caterers are also planning to meet next March to review any changes being made for 2020 and to remind themselves of what is required in 2020.*

Party food expenses. Does it require increasing? More food is a problem for waste. Council do not agree to a raise in expense and Jenny will cover the topic and needs at the next caterers meeting. The party budget is £1 per head. To cover both food and decorations.

There is scope for having a 'rainy day' budget.

In camp mileage is to be claimed from the warden. Not to admin after the event.

JH will write a piece for Extent answering comments about food.

Caterers would like a Council liaison officer. To be discussed by Council after the AGM.

## **2278. Sites - Steve Porritt**

Potential Anglesey site requires further assessment.

Re Knockerdown. Are we planning to return to Knockerdown? Not for at least 5 years.

For M1 2020 Caravan and camping club folk section is having a camp in the field opposite. We have made contact and all are happy about our proximity. Potential for some joint activity. Discussions about noise ... discussion about invitations and marketing opportunity.

## **2279. Equipment – Graham Clements**

**Set up** commenced on Tuesday 16th July, Steve Porritt and myself setting out marquee position for Mudfords to erect when they arrived.

*Water pipe etc was connected to field supply, non-return valve fitted to toilet feed.*

*Pit dug for washing up waste water, arranged through Peter Oldfield.*

## Folk Camps Society Ltd

*Marquee arrived and took longer than usual, though we were pleased with the end result. Tables and chairs were of a higher standard than last year (slightly) and did not require covering.*

*Toilet units arrived and were placed as appropriate. Tanks were craned in and after a period of usage one was found to be damaged and leaked.*

*Gas and skips arrived.*

*Set up was finished on Saturday 20th July.*

*Many thanks to Bob Heselden, Nigel Watson, Julie Watson, Laz Watson, Deborah Hatton, Mark Robinson, Marcus de Frettes, Regine de Frettes, Will Riding Etc for helping Steve and I with set up.*

### **Take down**

*Take down was started on the morning of Saturday 27th August, with Myself, Adam Miller and Emma Daniel arriving the previous day. The site was very boggy after the previous weeks weather etc, which slowed down breakdown. Breakdown was completed by 6pm that day. All campers managed to get off of the field. With the exception of one contractors vehicle, all of the rest of the contractors vehicle had to be towed off by a Tractor arranged through Peter Oldfield.*

*Toilets, Skip, Gas and Marquee have now been removed from site.*

*Thanks to Jenny Hopper, Barry Pollard, Chris and Marion Gash, etc for helping Steve and I with the breakdown.*

*On Friday 26th July whilst travelling to Knockerdown, Adam and myself were involved in a traffic incident, which wrote off one of the Vans we were travelling in. After many phone calls to the Hire Van Company and the Van Insurance Company, a contingency plan was arrived at. This involved Emma Daniel Hiring another Luton Van and travelling up to Knockerdown that day. Emma arrived later that night Approx 10pm. She then proceeded to assist with the Breakdown the following day. I would like to record my sincere thanks to Emma for her assistance with this matter.*

### **Staple 2019**

*Setup commenced on Friday 26th July, skip and "tardis" loos arrived onsite and placed where appropriate. Marquee company informed us they would be arriving late on the Friday. Marquee was finally erected and finished at approx. 11.30am on Saturday morning. Kitchen marquee was then fitted out. Setup completed by approx 2pm.*

*Many thanks to Emma Daniel, Barry Pollard, Adam Miller, Jane Farndon, Ros French, Cynthia Davis, Paul Tabbush etc for helping Steve and I with the set up.*

*Take down was started and completed on Saturday*

*Many thanks to Emma Daniel, Malcom and Sally Bright, Anne Gutherie, Colin Elliott etc for helping me with the breakdown.*

*All Equipment has been removed from site.*

### **Equipment**

*New equipment for 2019 camps;*

*Fire Extinguishers*

*Chopping boards*

## Folk Camps Society Ltd

White boards

Hand wash station

The kettles on both camps have taken quite a beating over the last couple of years, I recommend new kettles for next season, approx. cost £300

I also recommend better mops for both camps. They should be colour coded and of a higher quality than previously purchased, approx. cost £200

I will be talking to Jenny about any Equipment etc needed for catering during the year.

Proposal that Council gives a token of thanks to Emma Daniel for her exceptional effort at short notice (as noted in the report). A gift of weekend credit for 1 was agreed.

Re use of Mudfords for the Marquees. At the Gower there were problems with the tables, this year they rectified all the problems. They are using the equipment and staff used by Florida marquees. The timings of their arrival and collection was not good. Steve has tried to contact via email but no response. Needs to discuss by phone.

Re Loos: Wernicks have provided good service until the collection this year. Next year we will look for quotes from a different provider.

Re Flogas: we like the supplier, easy to deal with.

Re 'sanitary' waste campers need to be informed about the correct bags to use.

## 2280. Grants, Bursaries and Apprentice places – Sarah Richardson

Dates		Last Financial Year	From	01/09/2018	To	31/08/2019	Sort By	Item	
3:26 PM									
16/09/19									
Folk Camps Society									
Class QuickReport									
September 2018 through August 2019									
Accrual Basis									
Type	Date	Num	Name	Memo	Item	Amount			
Development Fund									
Bursary									
Credit Note	08/04/2019	28284	Hendry William	Bursary place...	Credit Vouchers:Camper credit (For intro...	0.00			
Credit Note	13/01/2019	28157	Tarling Clare	bursary place ...	Catered week adult 2019 (Catered week...	-576.00			
Credit Note	24/01/2019	28166	Knight Lois	Catered week...	Catered week adult 2019 (Catered week...	-576.00			
Credit Note	13/07/2019	19-07...	Hales Rachael	Long weekend...	Long w/e adult 2019 (Long weekend adu...	-59.00			
Total Bursary						-1,211.00			

From the list of bursary recipients, some are good prospects for an apprentice role.

## 2281. Dance

Conversation about issues: decline in numbers of callers; specialist dance interest, possibility to target dance interests in marketing. Tips and hints on dance for the manual.

Encouraging dance contributions before a camp.

Using the bursary to encourage dance specialists. Or development fund funding or assistant roles.

We need a broad offer. someone who can cater for broad range of abilities and styles.

## Folk Camps Society Ltd

Actions: leaders to request ideas and invite people to do more for dance. 'what do you want to run?'

Invitations for local group.

When manuals are updated, we need to inform people about the new content.

E.g. defining a minimum dance offer?

Encouraging calling workshops at each camp?

Invite capable callers/dancers to lead on dance in a camp to see how well that works.

The task of rewriting is an important job, fundamental to the offer.

Propose an existing camper is identified to run camp workshops and the dance effort under the development fund for a single place, calling in the evening and developing callers. Planned in advance and after bookings are fairly settled and where we ID a gap.

## **2282. Extent**

Enquiry for a paid advertisement in Extent. Yes, former folk camper offering a discount on a Gite in France for folk camp members.

Cat McGill, a project write up of the development fund and Beci will review Cat's album.

Blurb about the two sites.

Something about dance?

Something about the FCPB 'story'

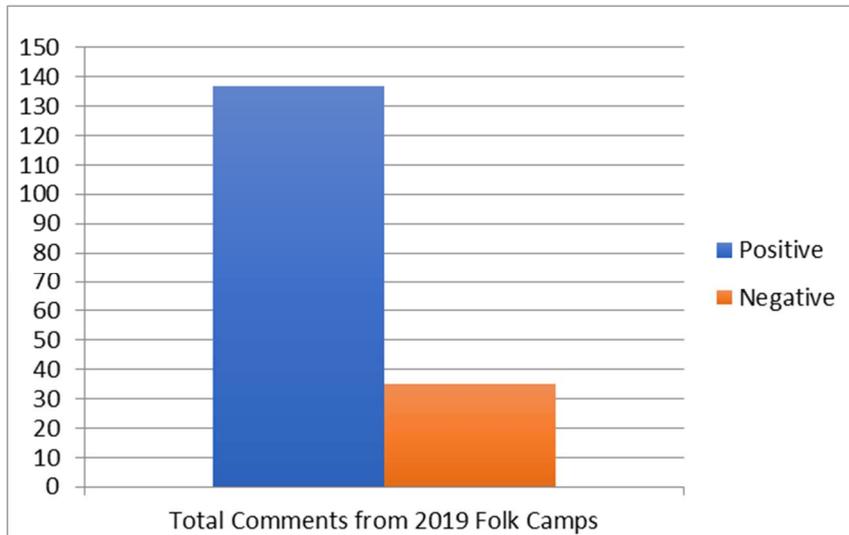
Did you know?

## Folk Camps Society Ltd

Sunday 22<sup>nd</sup> Sept

### 2283. Camper Feedback - Lou Tribus

*Overwhelmingly, camper comments have been positive. The graphs below show how campers felt about the 2019 Folk Camps.*



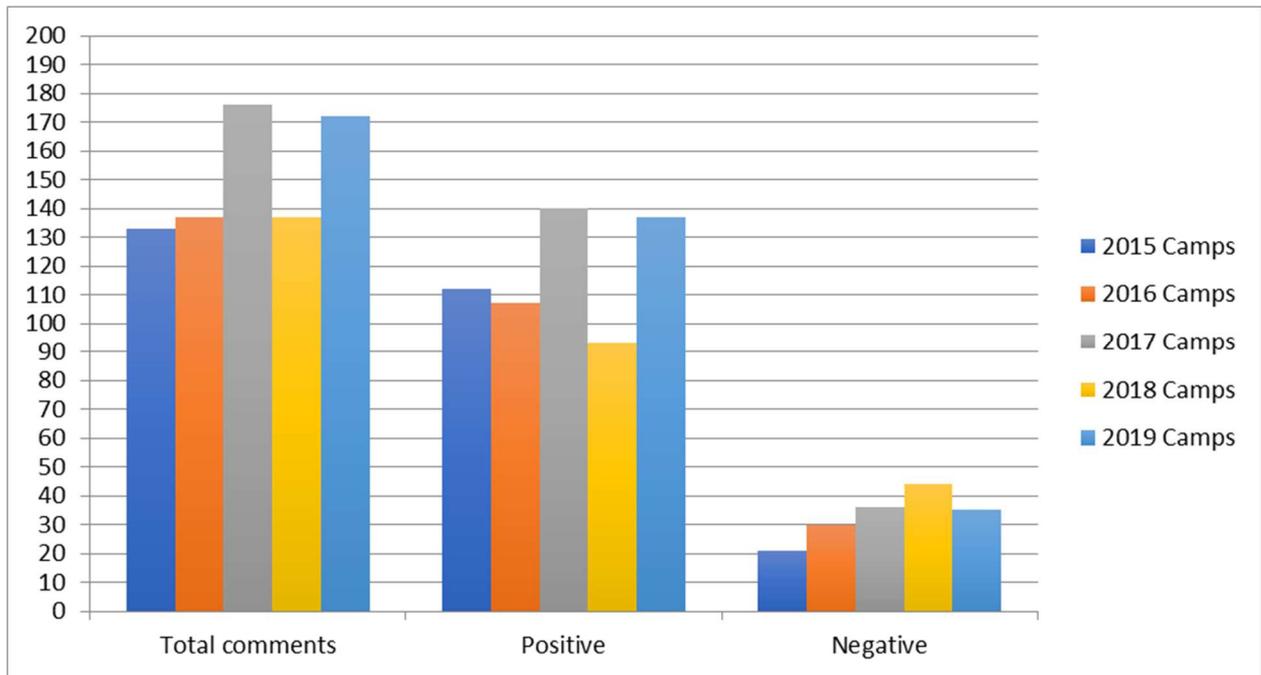
*The two camps that had the most complaints were Marquee 4 and Hall 2. The comments were sufficiently varied so it's not possible to say that a particular person or event caused people to complain.*

*I have done some further analysis of comments this year. I've pulled out the comments and suggestions that I felt we were most likely to address and categorized them so that we can pass them on to the relevant council group, contractors or staff.*

*Please note that it is very difficult to create a completely objective, numeric analysis from these comments. In creating this report, I decided that each comments slip counted as one comment, either positive or negative, when reality some were neither and some were both. I also decided which comments were important enough to be listed on the tally sheet and which ones of those should be categorized on the summary sheet. Out of a total of 137 comments slips, I've chosen 23 to be addressed by council. These decisions may have been informed by my experience of being on council and my years at FC and they are still quite subjective.*

**Folk Camps camper comments in the last 5 years**

## Folk Camps Society Ltd



*Lou Tribus*

*September 2019*

LT distilled the comments to 23 matters for Council to consider. Many topics fall clearly to contractor or staff roles.

- a) Re: Catering. **Action JH** will write an article for the next issue of Extent
- b) Re: Minimum craft supplies, Council felt this was not necessary for weekend camps, JH felt it was part of the provisioner's role.
- c) Re: publicity for camp 'style' – this was something the Webpage would offer,
- d) Re: Welcoming new campers. The comment came from a week in which the leader had personally introduced themselves to all new campers at the start so it is not clear why the comment was made. Council felt efforts are needed to welcome new campers especially if marketing results in many more new campers. New camper teas should be common.
- e) Re: request for shower at musician's weekend. The policy is that we should provide one. A small shower tent for the event and pump shower, plus a message from Council: **Action PS**
- f) Re early arrivals: Council agreed: this needs to be managed better and wardens must be advised where campers arrive early. Partial bookings should be discouraged in general cases. Staff for the next week should be invisible.

Suggestion: a note book for marquee staff to be passed from team to team at a camp. The warden's log is one place for it. **Forward Action: to be considered at the next meeting.**

**AK volunteered** to take over 'camper comments' when LT stands down.

## 2284. Staff Allowances - Marcus de Frettes

Staff allowances have drifted over the years, placing a burden on a camp budget and costs. The point was raised when considering the budget.

It was agreed that, in order to manage the budget, staff places (and travel) need to be budgetable in advance. Any changes would come into place by 2021 but all staff and potential staff would need to be aware of the changes. Council discussed the proposal to remove the 'children's free places' and revert to the former Co staff arrangement, but not call it by that name.

**Council agreed: Action JJ** set up staff allowances working group to discuss the new staffing allowances, following the AGM. To report for the March meeting for 2021.

## 2285. Marketing - Marcus de Frettes

### *MARKETING & PUBLICITY REPORT 2019*

*The marketing effort focused on 5 channels this year:*

- *Email to campers*
- *The Folk Camps Facebook page*
- *The Party Band*
- *Facebook ads*
- *Twitter*

*Publicity included:*

- *Extent*
- *Landowners article*
- *Unofficial Folk Camps archive*
- *Planet Drum editorial*
- *Discount flyers*
- *Camper flyer distribution*

*The email channel was used to systematically promote each camp finishing with a last chance mailing. The style of the emails was short and punchy with an appropriate picture. Many thanks are due to Sue Malleson for the vast majority of the content.*

*The Folk Camps Facebook page has been gradually improved during the year with many new recommendations and rewritten information. It has been used to post parallel information to the email channel. A major push to increase the number of friends of the page (mainly new potential campers) has resulted in an increase of 643 to 1,676 now - these contacts can be reached easily with free organic posts.*

*The Party Band Promotional Team has gathered leads at all five Party Band gigs this year. Thanks to Liz Cooper, Dave Holland, Jacqueline & Stuart Beatie, Regine, Leo & Noam de Frettes, Susie Savage, Suzanne McNicholas, Harriet and the band themselves for collecting 179 new leads.*

*The big revelation of the year has been the effectiveness of Facebook ads. After an initial trial, Council committed £1,500 to a campaign with the aim of collecting 100 new leads. In the end the immediate revenue from the ads more than covered their cost. Not only that, anecdotal reports from the camps suggests that the quality of these new campers is no less*

## Folk Camps Society Ltd

*than we would expect from organic introductions. In total we attracted over 7,000 people to our website and obtained 132 new leads in the year. I must especially thank Sue Malleson for pushing hard for this initiative to go ahead and then helping us to get the best out of it.*

*Mic Spenceley resuscitated the Twitter feed and regularly posted to it until he resigned from Council.*

*In addition to the channel marketing we also launched a discount promotion on weeks 2 and 4 of Knockerdown. This generated about 45 more bookings than would have been expected on these camps and generated about £7,500 of additional income of which about £2,000 was returned to pre-existing bookers on these camps. The net effect on the deficit should be a reduction of about £3,000 from what would otherwise have been expected.*

*An attempt was made to promote week 4 as a dance week with indifferent results.*

*It should be noted that the promotional effort did not really begin in earnest until April 2019.*

*There have been improvements to the website including:*

- *More opportunities to sign-up*
- *New home page video*
- *Source added to booking form*

*Patrick has suggested that we recommence ads in regional folk magazines and has collated photos for future use as marketing resources.*

MdF reported feedback from members re pricing and marketing. Decision making this weekend has taken comments very much into account. This next year needs to be the year of Marketing.

MdF felt we need to establish a measure that can be implemented across all marketing activity. The accepted theory that new bookers will come following multiple contact points, mean it's not always easy to determine the activity that resulted in a booking.

### **Agreed Action to be carried forward to the next Council meeting, Sarah**

Council Agreed **Action MdF** to identify someone to place adverts in magazines, as per SM's suggestion from the new Council members.

Discussion re Channels and how to make better use of them:

- Social media advert content in apps could provide another channel – Val showed us an example.
- Contacting local organisations to the camp.
- Facebook for folk clubs interest groups local to a camp.
- Leafleting at festivals
- FC facebook page. Polls and questions. NOT personal items,
- Cold Bogmarsh FB page
- Leaflets: reprinting and designing?. (MdF has supplies, and JJ (100) and SR(100))

## Folk Camps Society Ltd

- Re-contacting leads made last year at the time the programme launch. Adapted for different classes of new lead.

Re: Facebook:

- MdF proposes background advertising constantly on FB – a ceiling of £20 per day of messaging. – up to £3000 (this can be modified by a decision of Council if justifiable) as a starting point. But expenditure at this level is not likely to be required. The previous campaign this year yielded campers and was cost effective. Review of the activity is essential. The timing of the campaign will be timed for after the initial launch of the programme.
- The budget this year has allocated £5000 for marketing.
- If any channel delivers more leads and bookings, we can adjust the effort on that channel upwards.
- Marketing for Bookings for summer week camp will fall Nov to Jan and marketing of weekend camps will be later in the year as booking behaviour show people don't book until after Easter.

Re: Member incentive for introductions.

The numbers of introductions are low on the books. Council discussed the impact on new introductions of member incentives.

Proposed by MdF: Putting the discount up to 20% for introductions applied in the next year and advertise this heavily to all campers. 2<sup>nd</sup> Barry. Carried unanimously.

## **2286. Health and Safety - Lou Tribus**

*We have now completed almost all of the tasks arising from our meeting with Ray West of RW Safety Solutions in September, 2016.*

*The following tasks have been completed this year:*

- *New Accident Reporting and Accident Logs have been used in all camps this year. They will be reviewed and amended at the Wardens' meeting in November.*
- *A Wardens' meeting has been agreed by council and scheduled to take place on the morning of the AGM at Toddington.*
- *The Health and Safety manual has been completed and distributed to all staff members.*
- *A H&S notice board has been created and displayed at camps.*

*These tasks are still outstanding:*

- *Creation of check-in and information sheets for wardens and apprentices to fulfil training requirements as recommended by Ray West.*
- *Creation of check-in and information sheets for other staff members and apprentices to fulfil training requirements as recommended by Ray West.*

## Folk Camps Society Ltd

- *Include list of H&S responsibilities from the H&S manual in the FCS T&C wherever the T&C appear.*
- *A regular review process is still needed for H&S documents and procedures.*

*Most of the outstanding tasks have been assigned to members of the H&S working group and will, hopefully be completed for the 2020 camping season.*

*I will be stepping down as head of the H&S working group in November. A new head has not yet been chosen. I will continue to be active in this working group.*

LT explained. Warden and caterers meetings are planned to take place at the AGM weekend. Some elements of practice might change. The first of the new Warden's meeting 11.30 – 1.00pm at the AGM with lunch free from the canteen. Travel expenses will be paid.

Re: Outstanding tasks from Ray West

- 1) The creation of Training tick sheets for all staff (depending on their role). The tick sheet would ask if the person knows about x,y,z. If they say no, then there is a fact sheet. Possible that 1 person could be qualified on a team.
- 2) The H&S requirements need to be included in the staff manuals. Does the training of staff fall to one of the contractors?
- 3) Data analysis on the accidents reported over recent years. **Action LT** will do this and hand over for the new Council

Noted: A concern that the incident report for an accident in the marquee this year has not been returned with the warden's pack. We have witnesses to the completion of the form, and the injured person signed it. A suggestion that in the future wardens to photograph completed forms as a backup. **Action: SR** to follow up with the warden a report of their memory, by email

Ray West could return to review progress. He has provided a quote.

At the end of Lou's time on Council, she will do a hand over with the new H&S rep. Liz cooper and Lou will remain on the working group with Sean. Lou advised that we must bear in mind how we would be protected should a matter be taken in a lawsuit. Will we have done all reasonable precautions?

H&S will be on the agenda at the warden and catering meetings.

## **2287. Contract review liaison - Judith Jenkins**

*The group exists to consider the delivery of the contracts for Administration; Equipment; provisioning and sites. Since Mic Spenceley has left Council, we have been short on numbers.*

*Lou and Judith have met twice to work on matters. Barry has supported by phone.*

*The group has identified the following areas of work requiring attention*

1. *How to receive and provide feedback on how the contracts are being delivered.*

## Folk Camps Society Ltd

*Current practice is by meeting held with the contractors at the end of the working weekend to hear about how the contract delivery has gone from the contractor's point of view. It is an opportunity to provide feedback and appreciation. However, there may arise occasions when the performance of a contract does not meet expectations. Currently, there is no procedure for providing this information to Contractors.*

*We suggest that raising matters for the first time after the busy working weekend is not appropriate, as contractors need time to think about the feedback, and perhaps offer explanations etc. All participants in the WW are tired at the end of the day. To leave with a sense of disagreement or criticism is not conducive to good working relations afterwards. Also, the point at which feedback might more usefully be given is at the relevant time when concerns arise.*

*Council should have the opportunity to agree if there has been an issue that needs raising, and what/how contractors should make changes in order to best deliver the contract.*

*Contracts run from January to December. Amendments required to meet the organisations requirements need to be agreed in good time. The Contract review can provide evidence of the need for a contract amendment.*

*The subgroup proposes that*

- *Contract reviews should take place in the first week of November, either in person or by phone.*
- *Council and Contractors are invited to provide feedback about the performance of a contract in advance of the working weekend.*
- *Any substantive matters can be on the agenda for Council to discuss.*
- *Any performance issues that council feel must be addressed will be raised with contractors in advance of the November meeting.*

*Urgent matters will be addressed by Council using email.*

- a) Re: the need for contractors to have a Council liaison officer.
  - LT Proposed 2<sup>nd</sup> MdF that we have the role of contract liaison. Agreed.
  - BP Proposed and 2<sup>nd</sup> AK that the contract liaison officer will be Judith Jenkins. Agreed.
- b) Re: the need for preparation for succession planning in respect of the contractor positions. **Action forward: SR** succession planning to be on the March Agenda.  
Re: the need for contractor manuals that could support the hand-over of a contractor role especially in the event that the contractor cannot hand over directly. It is not expected that the contractors write the manual. **Action: PS and LT** find someone to draft the manuals.

## 2288. Policy Issues

1. Re: accounting policy – should we change the limit on a single development grant to enable 'investment' ideas to be considered and funded in this way? The development grant panel is an elected group. They consider (through email) small one off grants of less than £1000. Asking them to consider applications of say £20K is another matter.

## Folk Camps Society Ltd

We would need to develop guidelines and project proposals. Invitations for proposals will be open. But large projects will need to be considered by Council. The advantage of this would be that new 'big' ideas to promote and develop folk camps could be considered to balance criticism of process surrounding the adoption of the FCPB idea.

**Action: MdF** to ask Accountants re options for accounting this.

### 2289. **AGM and reunion – Barry Pollard**

*Workshop leaders have agreed as follows:*

*Music workshop – Simon Hopper and Sarah Malleson*

*Provisionally booked for 1 hour with an 11.30 start time*

*Travel expenses*

*Singing workshop – TBA*

*Provisionally booked for a 5pm start (no length stated)*

*Travel expenses*

*Band – Richard Jones band*

*Booked for the evening dance*

*Host – Marcus De Frettes, backed by Barry Pollard and various FC callers*

*No pub session planned*

*Actions:*

- *ID a singing workshop leader*
- *Confirm bookings including times*
- *Publish on website*

### **Arrangements**

Hall is booked for 23<sup>rd</sup> November. Toddington

**Action: BP** to invite Cat to showcase her book developed by the development grant. Workshop.

**Action: LT** to meet the caretaker at the start of the day on the day.

**Action: SR** encourage arrivals by 11.00am

**Action: ST** details of Jenny's pantry to be highlighted on the AGM information. BT led a vote of thanks to Jenny.

### 2290. **Election**

Nominations open on 28<sup>th</sup> September. Emails will be sent to all members. **Action Patrick** to draft an encouraging inclusive email to become a governing member and other channels. (sent From SR) by 28<sup>th</sup> Sept.

## Folk Camps Society Ltd

Nominations close by 12<sup>th</sup> October we shall know if there needs to be an election.

Information about nominated candidates would go in AGM paperwork, even if we do not need to run an election.

6 places up for the election.

### Resolutions

Governing members can propose a resolution if they have support of 5% of governing members. This needs to be submitted within a timeframe....1 month.

Vote of Thanks for the caterers for the WW. Regine d F and Mel Horton. Lou proposed and Patrick 2<sup>nd</sup>. Award the two a free weekend camp ticket. Agreed.

## 2291. **Actions carried forward from previous meetings**

Barry proposes that he gets the inventory of items in storage at the Masons' and ask about whether and how they would like to be recompensed.

Defibrillators exist at the halls (Dalton and Bampton) so don't need taking to the venue.

Facebook staffing groups have not been continued.

Point of order.

re complaint:

1. Jane and Barry will respond. Council decided to restate our stance in simple language and add 4 actions.
  - 1) Strengthen the stance on the website bookings page to ensure it is clear
  - 2) Raise with all staff the need to be aware of the difference between personal and staff roles.
  - 3) Staff must be aware of the importance of not sharing personal information especially about minors
  - 4) Publish a complaints policy. Patrick to research a similar policy.

## **Outstanding Actions - Barry Pollard**

- a) Re: Action to ensure members can apply for project funding. This matter was covered above.
- b) Re: Action re minimum offer for camp music

The elements of a minimum offer at camps was discussed in various contexts throughout the weekend.

Barry introduced the topic about what staff feel ought to be a minimum offer.

- An accessible first half hour for all campers together at the morning workshop. The Staff musician is responsible for ensuring this will happen.
- Song circle in the evening, on most evenings

## Folk Camps Society Ltd

- Accessible dancing most evenings.
- It is the staff musician's responsibility to enable less experienced musicians to progress from the band to perform in the evening at some point of the week.

Guidance for staff to manage common issues arising. Leaders remain responsible for dealing with issues such as overly long song circles.

Children's singing games are mentioned in the society's 'mem and arts', but is not offered regularly. Jean Blomfield's book, 'In a Cottage in a Wood' provides a resource, we have 30 copies available in the archive but should be checked for suitability. Some campers do offer this as their personal offering. Children only workshops raise the parental responsibility.

BP proposed: That we adopt the minimum offer above, 2<sup>nd</sup> MdF. Agreed.

**Action: PS** will describe the minimum offer for Council, staff and members.

### 2292. **A.O.B.**

- a) The Angus Purdie archive of dance calling materials will be placed with SR as a 'library' resource.

**Action Anthony:** An item about the archive will be placed in extent.