

CALL FOR EXPRESSIONS OF INTEREST AND BRIEFING NOTES

CEO – New London Music Association Director – NLMS Music Summer School

1. Introduction

The Trustees of the New London Music Association invite expressions of interest in the role of Chief Executive Officer (CEO) of the Association and that of Director of the NLMS Music Summer School. While the two roles are in some ways distinct and could be carried out by separate individuals, they can also successfully be combined, as they have been in the past. There are advantages to each arrangement and the Trustees will be equally happy to consider bids for either role, or for the two roles combined.

2. Background

The New London Music Society was registered as an educational charity in 1981, and initially offered weekly choral and orchestral activities for adult amateur musicians in central London. These were augmented by an annual music summer school the following year, which subsequently became the charity's sole activity for about two decades.

In 2014, the charity launched a highly successful string chamber music course in Leeds, and both that and the summer school continue to flourish. The string chamber music course, initially scheduled for April 2020, sold out within 10 days of applications opening, but had to be re-scheduled to October 2020 because of the pandemic; and the 2020 Summer School had recruited a record number of participants before the sad decision had to be taken to cancel for this year. Planning is under way for the 2021 summer school and we very much hope that it can take place, not least because it will mark the 40th anniversary of such summer schools.

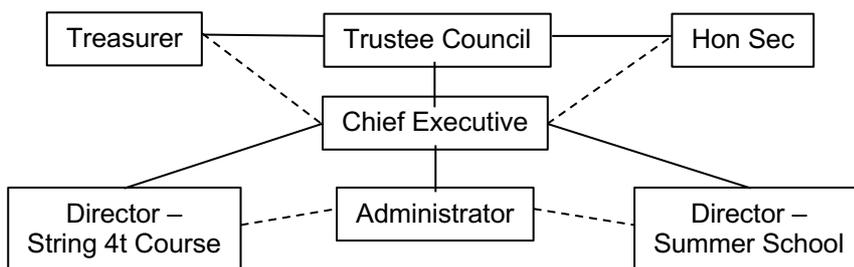
The Society's ethos is aptly summed up by its motto 'Friendship in Music'. While we aim for high musical standards, we believe that those should be achieved in a positive, welcoming and encouraging atmosphere. Feedback from members is extremely positive (i.e. at, or approaching, 100% satisfaction for all activities) and retention rates are very high. Further details of the string chamber music course may be found here <https://nlmsmusic.co.uk> and of the summer school here <https://nlmsmusic-summer.school.co.uk>

We are in the process of transferring the Society's activities from 'The New London Music Society' to 'The New London Music Association' following a decision to adopt the constitution of a Charitable Incorporated Organisation. This is a technicality that does not affect the offer, but it explains why the CEO role relates to the NLMA, and that of Director of the Summer School refers to 'NLMS': in the short term, at least, we have decided to continue to use the acronym 'NLMS' as a brand for existing NLMA activities because it is well-established and widely recognized, but we will keep this under review.

3. The roles

The specimen role descriptions given in Appendix 1 detail the various responsibilities involved; this section provides some context for those.

A theoretical organization chart might look like this:



In practice, the working relationships are more fluid and informal, not least because some roles are already shared: the Treasurer, for example, is also the Administrator at present.

The CEO role falls into four main areas: strategic and organizational leadership; the interface between the Trustees and the rest of the organization, in conjunction with the Chair of the Trustee Council; ambassadorial activity; and a variety of cross-organization matters, such as the development and implementation of policies and procedures, risk assessment, budget preparation in conjunction with the Treasurer and other staff as appropriate, etc.

The Summer School Director's role relates to: curating the Summer School programme; co-ordinating the work of the conductors and the other tutors; being the main communication link between the music programme and the central administration; being the main 'host' for the week, welcoming course members and tutors, making speeches as required, socializing at mealtimes and in the evenings, overseeing the work of the music helpers, etc. In broad terms, the role may be visualized thus:



As stated above, it is perfectly possible for the CEO and Director–Summer School roles to be combined should the person concerned have the necessary skills and knowledge, and there are advantages to this arrangement. It would also be possible for a CEO who is not the Director of the Summer School to be one of the conductor/tutor team, but experience has shown that it is not realistic for the Director–Summer School also to be one of the lead conductors or tutors during the week – the clash of commitments and the resultant load has proved too great in the past, although this may be open to review once the new Director has experienced at least one full cycle. That said, it is desirable for the Director–Summer School to be involved musically in some way, and possible opportunities include conducting or participating in 'open' (i.e. voluntary) activities and/or occasional rehearsals with the main performing groups, and participation in the Staff Concert.

4. Financial context

The charity is in good financial health, with sufficient reserves to ensure sustainability for the foreseeable future and to underwrite modest development proposals that are supported by credible business plans approved in advance by the Trustee Council. At first sight, the fees that it charges to course members may seem high relative to those of some apparently similar organisations, but this is a function both of an unusually high ratio of music staff to course members, and the high quality of accommodation and food that we provide. Recruitment is rarely a problem, so it seems that there is (or, at least, has to date been) a demand to this type of service.

NLMA does not employ any staff; all of its administrators are volunteers, and its conductors and tutors are engaged on a 'contract for services' basis – which hitherto has been fairly informal, but this is under review. It is recognised that the CEO and Director–Summer School roles fall between these categories and could be regarded either as voluntary (with or without an honorarium), or as self-employed with a contract for services. This is negotiable.

Given that the various deadlines through the year are met, you will decide how, when and where you do your work and carry out your duties for the fixed fee/honorarium agreed for each season. By way of guidance only, it is envisaged that the Director–Summer School role will occupy on average c. three hours per month, plus meetings and attendance for the whole of the Summer School, and that of CEO approximately half of that in normal circumstances. The starting fee for the Director–Summer School is likely to be in the region of £1,200 p.a., with any honorarium/fee for the CEO role being negotiable.

The main reward from such roles comes from the work itself of course, which is immensely satisfying to someone who genuinely believes in its value. It should also be noted that the Association provides free board and lodging for the duration of any required residency (for example, for the Director–Summer School during the entire Summer School) and it covers reasonable expenses necessarily incurred by volunteers when carrying out Association business, by prior agreement with the Treasurer.

5. Governance

As mentioned above, NLMA is a registered charity – a Charitable Incorporated Association – the governance of which is the responsibility of a Trustee Council. The Trustee Council comprises six trustees, three of whom act respectively as Chairman, Honorary Secretary and Treasurer, all of whom are have a longstanding association with the Summer School, and two of whom have been involved with the String Quartet Course since its inception.

NLMA has an up-to-date set of policies and procedures, an effective risk management process and an established budgeting process. The CEO would be expected to play an important part in operating and developing these in future, and would, of course, be expected to comply with all of the Association's policies and procedures (as would the Director-Summer School, if the roles are separate).

As all of the trustees play an active role in delivering the Association's offer, they also tend form the core of the Management Committee at present. The CEO is also a member of the Management Committee (indeed, a suitably experienced individual may become its Chair) and s/he attends all meetings of the Trustee Council unless a conflict of interest arises (for example, when discussing the CEO's own remuneration). The Director-Summer School, if separate, may also be invited to attend for part or all of a meeting, whether physically or virtually.

Meetings of the Trustee Council and the Management Committee are usually coincident, but the possibility exists of separate meetings if this would be more efficient (for example,

if an agenda would become too long by combining trustee and management business in a single meeting).

There are usually three Council/Committee meetings per year, to fit with the business cycle: a main (review and planning) meeting in late September/early October; a business meeting in March/April; and a short meeting during the Summer School. This pattern may be varied according to need and meetings other than that during the Summer School may take place virtually, in whole, or in part.

The table in Appendix 2 illustrates how the work of the CEO and the Director-Summer School relates to the annual business and meeting cycles.

6. Further information

The above provides an overview only and the Chairman, Philip Meaden, will be happy to discuss informally any issues arising before you submit an expression of interest, if you wish. His email address is philipmeaden@yahoo.co.uk

Please send your application to him at that email address, to arrive by 4pm on Thursday 1 October 2020, comprising:

- A curriculum vitae
- A personal statement, detailing:
 - in which role or roles you are interested
 - how your experience and qualities equip you to discharge successfully the requirements of the role(s) as described in Appendix 1 and how you would propose to carry out the various responsibilities [you are advised to address each bullet point of the role description in turn]
 - the approximate level of remuneration that you would expect.

Expressions of interest will be considered by the Trustees on 3 October 2020 and you will be contacted as soon as possible after that.

Appendix 1: Role descriptions (see also Appendix 2 below for a more detailed indicative schedule)

**NEW LONDON MUSIC ASSOCIATION ('NLMA')
ROLE DESCRIPTION: CHIEF EXECUTIVE ('CEO')**

ROLE PURPOSE

To provide services to the NLMA in accordance with the Association's business cycle, as follows:

- Design strategic plans in line with NLMA's charitable objectives for approval by the Trustee Council, and oversee their subsequent implementation
- Work with the Treasurer and the Director(s) to prepare annual budgets in line with the objects of the strategic plan, presenting those budgets to the Trustee Council for approval
- Co-ordinate the work of the management team (currently Director–Summer School; Director–String Quartet Course; and Administrator) ensuring that: activities are delivered in line with approved plans, policies and procedures; communication is effective; and that deadlines are met
- Work with the Chair of the Trustee Council to ensure that the interface between governance and management operates harmoniously and effectively, attending all meetings of the Trustee Council as required, and acting as the main formal conduit between the trustees and the management team
- Act as a key ambassador for NLMA, promoting awareness of its activities and growing engagement with them
- Lead the monitoring and development of, and compliance with, NLMA's policies and procedures in conjunction with relevant trustees.

THE APPOINTMENT – summary of terms

- The appointment will be made for a fixed term of one year in the first instance and may be renewed annually thereafter by mutual consent, subject to satisfactory performance
- You will either be self-employed, operating under a contract for services, or you will be a volunteer who may or not receive an honorarium by mutual agreement; i.e. you will not be an employee or a worker of NLMA
- You will be expected to work flexibly and to provide your own working equipment, materials and accommodation
- You will be responsible for your own working conditions, and you will work primarily from your home or other office, and on location, attending virtual and physical meetings as necessary
- The starting fee for the services provided will be [*by mutual agreement*]
- Fees will be payable [*frequency to be agreed*] in arrears on receipt of an invoice setting out the functions carried out for NLMA during the period. NLMA will pay such invoices within 21 days of receipt
- For unpaid volunteers, reasonable expenses will be reimbursed, subject to NLMA's normal claim procedure and by prior agreement with the Treasurer
- The contract will be terminable at any time by either party with three months' notice
- Your main NLMA contact will be the Chair of the Trustee Council.

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Philip Meaden
For and on behalf of the New London Music Association

NEW LONDON MUSIC ASSOCIATION ('NLMA')
ROLE DESCRIPTION: DIRECTOR – NLMS MUSIC SUMMER SCHOOL

ROLE PURPOSE

To provide services to the NLMA in accordance with the Association's business cycle, as follows:

- Curate the Summer School programme: design proposals for the Summer School's development in conjunction with the Chief Executive; appoint the team of conductors and tutors each year, in conjunction with the Chief Executive and in accordance with NLMA policies and procedures; work with the conductors of the performing ensembles to decide the repertoire each year, in accordance with any policy decisions by the Trustees; review and evaluate feedback from previous course members with conductors to inform decisions made about the future offer; ensure that the Administrator and the Librarian receive programme details and any other music-related text in good time to allow the brochure to be produced and music to be ordered; design the Summer School timetable, in conjunction with the Administrator and ensure that it is circulated to all those who need it in good time
- Co-ordinate the work of the conductors, the other tutors and the music helpers during the week, dealing promptly and effectively with any musical or timetabling issues that may arise and leading the two staff meetings that take place during the Summer School week
- Be the main communication link between the music programme and the central administration team during the week, meeting at least once per day with the Administrator to deal with any issues that may arise, plan the concerts and so on
- Be the lead 'host' for the week, welcoming course members and tutors, making speeches as required, and socializing at mealtimes and in the evenings
- Attend meetings of the Management Committee, either physically or virtually, as required
- Participate in the week's musical activities if and as time permits: i.e. primarily 'open activities' and the staff concert
- Act as an ambassador for NLMA throughout the year, promoting awareness of its activities and helping to grow engagement in them

THE APPOINTMENT – summary of terms

- The appointment will be made for a fixed term of one year in the first instance and may be renewed annually thereafter by mutual consent, subject to satisfactory performance
- You will either be self-employed, operating under a contract for services, or you will be a volunteer in receipt of a mutually agreed honorarium; i.e. you will not be an employee or a worker of NLMA
- You will be expected to work flexibly and to provide your own working equipment, materials and accommodation (except at any time when you are required to be resident at a particular location, such as during the Summer School); you will be responsible for your own working conditions
- You will work primarily from your home, or other office, and on location, attending virtual and physical meetings as necessary
- The starting fee for the services provided will be *[by mutual agreement]*
- Fees will be payable *[frequency to be agreed]* in arrears on receipt of an invoice setting out the functions carried out for NLMA during the period. NLMA will pay such invoices within 21 days of receipt
- For unpaid volunteers, reasonable expenses will be reimbursed, subject to NLMA's normal claim procedure and by prior agreement with the Treasurer

- The contract will be terminable at any time by either party with three months' notice
- Your main NLMA contact will be the Chief Executive [*or Chair of the Trustee Council if role combined with that of CEO*]

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Philip Meaden

For and on behalf of the New London Music Association

Appendix 2

Indicative schedule of activities, arranged to align with the business cycle

	CEO	Director – Summer School (DSS)
Early August	<ul style="list-style-type: none"> Attend at least part of the SS, monitoring its operation and helping to liaise between the Music and Administrative teams, and dealing effectively with any major issues that arise Assist the Director with hosting, meeting members and generally fostering a sense that they are welcome and valued Attend events, giving 'thank you' speeches at the Staff Concert, to the Director at the final concert if the President is not present, and to the Patrons at the Patrons' Reception. 	<ul style="list-style-type: none"> Manage the delivery of the SS offer, being the main point of contact for members, tutors and the Administrator on musical matters On arrival (10.00 Saturday morning at latest): liaise with Administrator; check Music Library complete and functioning; check music accommodation (set-up and equipment), liaising with the lead helpers Participate in welcoming of members and resident tutors as they arrive, and lead the introductions session at first tea Organise and lead staff meetings (Saturday and Wednesday at 17.40) Welcome visiting tutors as they arrive, ensuring that they are clear as to their responsibilities Monitor the delivery quality of the music programme, dealing promptly with any issues that arise or referring them to the CEO if they cannot be resolved easily Liaise at least once per day with the Administrator and host an open-door session with her each day during the morning coffee break on the first four days Be the lead customer-facing member of staff, welcoming members and staff, making speeches and announcements (e.g. welcome, valedictory and thanks), circulating amongst members during mealtimes and drink-breaks Attend all open and other events, including any Patrons' or New Members' receptions, giving 'thank you' speeches as appropriate (depending on presence of President and/or CEO) Ensure that concert programmes are presented to the Administrator at least 12hrs before each event if copy-ready and approved by the relevant tutors, or 24hrs beforehand if typing is required Help to bid people 'farewell' at the end of the course

Late August	<ul style="list-style-type: none"> • Liaison meeting with Chair of Trustee Council • Begin preparation of annual budget with Treasurer, liaising with D–SQ and D–SS 	<ul style="list-style-type: none"> • Review SS feedback • Thank music staff and share relevant feedback with them • Present report on SS music feedback to CEO • Complete proposed plan(s) for next SS in consultation with CEO; prepare associated draft budget with the Treasurer; and discuss with the Administrator the likely resource requirements
September (Main Trustee Council/ Management Committee meeting)	<ul style="list-style-type: none"> • Review SS feedback and next year's proposed SS plan/budget with DSS • Contribute to Annual Report and Accounts as requested by Hon. Sec. and Treasurer • Present SS report to Trustee Council • Present business plan for next year's activities, together with any proposed revisions to the Strategic Plan, for approval by Trustee Council • Convey Trustee Council decisions to Directors and relevant other parties • Work with DSS and Marketing Consultants to produce marketing plan for SS 	<ul style="list-style-type: none"> • Subject to Trustee Council approval of plan: appoint tutors for next SS according to agreed plan and budget, and using the approved terms and conditions; send repertoire lists, staffing and any other brochure text to the Administrator, and repertoire lists to the Librarian (or order personally). <i>[CEO, if separate, may prefer to deal with staff appointments personally]</i> • Liaise with CEO and Marketing Consultants over marketing strategy
October	<ul style="list-style-type: none"> • Conduct informal performance review with DSS 	<ul style="list-style-type: none"> • Assist with proof-reading of brochure and preparation of website material
November/ December/ January	<ul style="list-style-type: none"> • Social media and other activity to promote SS offer 	<ul style="list-style-type: none"> • Social media and other activity to promote SS offer
February*	<ul style="list-style-type: none"> • Begin to finalise any proposed developments in the future offer (either existing, or new) for discussion with the Treasurer and presentation to the Trustee Council in May • Review Policies and Procedures, developing proposals for any revisions in conjunction with lead trustees, DSS and DSQ for presentation to (virtual) Trustee Council meeting in May 	<ul style="list-style-type: none"> • Liaise with the venue's Director of Music regarding use of host music equipment (e.g. percussion organs; locked pianos etc.), visiting venue if necessary • (Re-)issue role descriptions for and to resident and visiting tutors • Check music availability with Librarian
March*	<ul style="list-style-type: none"> • Work with the Hon. Sec. to update the Risk Register 	<ul style="list-style-type: none"> • Choose which woodwind applicants to accept, in

	<ul style="list-style-type: none"> • Work with Treasurer to prepare budget monitoring report for May Trustee Council meeting • Work with the Chair and the Hon. Sec. to finalise the May TC meeting agenda 	<p>consultation with the WW co-ordinator</p> <ul style="list-style-type: none"> • Ongoing promotion/recruitment activity • Start to consider any planned developments for next year
April*	<ul style="list-style-type: none"> • Send May Trustee Council meeting papers to Hon. Sec. for circulation 	<ul style="list-style-type: none"> • Check recruitment position with Administrator, helping to 'push' any weak areas (for example by contacting relevant tutors)
May	<ul style="list-style-type: none"> • Attend (virtual) Trustee Council meeting, presenting and CEO report and other papers as appropriate • Review 4t course performance with LSQ • Conduct annual performance review for LSQ 	<ul style="list-style-type: none"> • Ongoing promotion/recruitment activity
June	<ul style="list-style-type: none"> • Oversee final preparations for SS 	<ul style="list-style-type: none"> • Ongoing promotion/recruitment activity • Finalise SS timetable and send to Administrator for copying • Send tutors provisional membership lists for their sections and oversee allocation to sections where necessary (particularly orchestral strings)
July	<ul style="list-style-type: none"> • Ongoing oversight of final SS preparations 	<ul style="list-style-type: none"> • Send final sectional allocations to Administrator for printing

*The allocation of tasks to these months varies from year to year.