



TRUSTEE/DIRECTOR VACANCY: **Association Vice Chair**

Application Deadline: noon, Monday 21 December 2020

The Role

Following a recent review of succession planning across the Three Choirs Festival Association, the Board of Directors seek to appoint a Vice Chair who will succeed Dr Timothy Brain as Association Chair when he retires from his third term in office.

This is both an exciting and challenging time to join an organisation with over three hundred years of music-making at its heart. Covid-19 led this year to the festival's first peacetime cancellation, and we are now looking to revive and redefine our live musical offering in a post-pandemic environment as part of a forward-looking and sustainable business plan. Long term, we aim to strengthen the position of the Three Choirs Festival as a champion and custodian of a great choral music tradition and we welcome candidates who wish to join us in realising this ambition. TCFA was awarded DCMS Cultural Recovery Funding to support running costs and organisational development over the coming six months, and we view the disruptions of 2020 as both a challenge and an opportunity to reimagine the festival's future.

The Vice Chair will join the Association Board, who collectively oversee the strategic direction of the organisation and delegate day-to-day delivery of the festival to the organisation's professional administrative team, who are assisted by local festival committees. The Board is responsible for the organisation's good governance and approves the strategic direction and policies of the organisation in close collaboration with the Chief Executive. They act as ambassadors for the festival, liaise with the central office to maximise fundraising opportunities and help to raise the festival's profile and develop links with other organisations. They approve the development of plans for the festival, providing feedback and support to the Chief Executive who manages the detail and delivery of charity's work.

The Board have recently reviewed the charity's overarching structure and ambitions, which are outlined at the end of this document and will form the basis of a refreshed business plan. Future areas of focus include an expansion of opportunities to participate in music-making beyond the festival period, proactive measures to improve diversity and inclusive practice, the harnessing of digital technologies to enhance, complement and promote live musical experiences, and sustained environmental consciousness. Candidates with expertise in any of these areas, or other skills such as fundraising, change management, audience development or operational/event safety are encouraged to highlight these attributes in their application.

All TCFA Board members are expected to meet the overarching responsibilities of a charity trustee and company director, ensuring that the organisation's charitable objects are met, and good governance and statutory responsibilities aspire to best practice. In addition, the role of Vice Chair carries specific additional responsibilities:

- deputise for the Chairman of the Association when requested, chairing sub-committees and working groups when appropriate
- support the Chairman of the Association in decision-making
- act as a sounding board in discussions for the Chairman and other directors
- develop a strong, effective and constructive relationship with the Chief Executive
- provide support and advice to staff in their particular area of expertise
- provide a conduit for feedback and assist in the appraisal and skills audit of Board members, including the Chair
- develop and maintain relationships with key stakeholders, acting as an ambassador for the organisation and its charitable mission

Our ideal candidate: we are keen to hear from a wide range of applicants, and would particularly welcome people with some of the following attributes:

- a love of the arts and classical music in particular
- supports the mission and strategic aims of the organisation
- understands conversations regarding diversity and inclusion in the arts, with a commitment to developing the organisation in this regard
- practical knowledge and experience within the creative industries
- committed to widening access to the festival and enriching the local cultural landscape
- an enthusiastic advocate, happy to speak on behalf of the festival with a range of stakeholders
- A positive, progressive attitude in supporting plans for organisational change
- understands the opportunities presented by digital innovation, and the challenges of keeping pace with the latest developments
- sympathetic to the festival's rich heritage and connection with cathedral life
- collaborative and keen to develop ideas with colleagues
- understands the responsibilities of a charity trustee and will uphold the organisation's charitable object
- willing to play an active part in key areas of trustee responsibility (e.g. Health and Safety, Safeguarding, financial oversight) by reading information provided and asking questions when necessary
- experience at board level sufficient to provide support and advice to fellow board members and the Chair

The existing trustees are committed to welcoming people of all backgrounds onto the Board as they seek to develop diversity and inclusion across the charity and its beneficiaries. They would welcome applications from those who are presently underrepresented on the Board so that the shortlisted applicants better reflect the demographic of the region in which the charity operates. The make-up of the present board is white and predominantly male. Representation of people with disabilities and those from lower socio-economic backgrounds is low. We are actively



seeking applications from women, people from less privileged backgrounds, those with a disability and those with African, Caribbean or Asian heritage.

Time commitment: The Board of Directors meet at least quarterly, and the Vice Chair may from time-to-time be asked to join sub-committees and working groups focused on specific aspects of organisational strategy. There is also an annual general meeting held in March each year, and Board members are encouraged to attend a range of festival events wherever possible. The Vice Chair can expect to spend the equivalent of up to 20 days per year on Association business when preparation for meetings and associated matters are taken into account.

Location: City committee meetings will take place in the local city, and all other meetings take place as centrally as possible in the Three Choirs counties, often in or near Ledbury. It may sometimes be necessary to visit the office in Gloucester.

Pay: This is a voluntary role, but out of pocket expenses can be reimbursed in line with the Association's expenses policy.

Eligibility: All Directors are required to sign a declaration that they understand the legal responsibilities associated with becoming a Company Director and Charity Trustee and are not barred from acting as either. All Directors are asked to submit to an enhanced DBS check and complete a Declaration of Interest form periodically.

Chair succession: The Association Chair began their third term in March 2020. Subject to Board approval, the successful candidate will assume the Association Chair within the first term of their appointment. Directors are appointed for a three-year term and may serve a maximum of nine years (three consecutive terms).

How to apply: To discuss this role informally, please contact Association Chair, Timothy Brain (timothy.brain@3choirs.org).

To apply, please send a letter, comprising no more than 2 A4 pages in total, outlining your suitability for this role and any relevant experience by **noon, Monday 21 December 2020**. Applications should be sent by email to info@3choirs.org marked for the attention of Alexis Paterson, Chief Executive.

As part of our goal to remove unintentional barriers to participation throughout the organisation, we want to ensure an inclusive recruitment process. Please contact Alexis Paterson (alexis.paterson@3choirs.org) to arrange any necessary adjustments or for further information about the organisation's access arrangements in relation to this role.

Appointment process: Applications will be collated and shared with Board of Directors for shortlisting against the criteria outlined above. Shortlisted applicants will be invited to meet (electronically) with Board members and the Chief Executive on Thursday 7 January 2021. It is anticipated that the new Association Vice Chair will be selected at least a month before the Association AGM on 5 March 2021, where the successful candidate will be introduced to the Association membership.



About Three Choirs Festival

TCFA's vision: Expression for every voice through extraordinary music-making

The current circumstances in which we find ourselves do not reflect the remarkable music-making for which the Three Choirs Festival is recognised. Ordinarily, the Three Choirs Festival is a week-long programme of choral and orchestral concerts, music recitals, talks, family events, cathedral services, theatre, exhibitions and social activities, rotating each summer between the beautiful cathedral cities of Hereford, Gloucester and Worcester, although in 2020 the forced cancellation due to COVID-19 saw a move online to a 'virtual festival' which sought to celebrate the community and camaraderie that characterises the live event. Three Choirs is thought to be the longest-running classical music festival in the world and celebrated its 300th anniversary in 2015. At the heart of the modern festival are large-scale evening concerts featuring the Three Choirs Festival Chorus and the Philharmonia Orchestra (resident at the festival since 2012), alongside a stellar cast of soloists. The festival's packed schedule of daytime events and the friendly atmosphere of our bustling festival village is augmented by a growing programme of bespoke community and outreach projects, beginning in the run-up to the festival and showcased as part of the festival programme. More information about the organisation can be found at [3choirs.org](https://www.3choirs.org).

TCFA's mission: The festival's mission is to be a beacon for music making in our region. We create and share the best musical experiences with both local communities and an international audience of thousands, principally through an eight-day summer festival of over seventy events and a developing year-round participation programme. We nurture a rich, three-centuries old festival tradition with choral music at its heart, commission the finest new voices and revive the work of those who deserve not to be forgotten. We want to inspire a love of music in everyone: giving voice to local performers and celebrating the power and joy of a live musical experience, so that those who succeed us will perpetually rejuvenate the world's oldest classical music festival for future generations to enjoy.

TCFA's values

- **Ambitious:** we value the programme we present and the high standards we achieve;
- **Welcoming:** we embrace our worldwide musical family and are inviting to the inquisitive;
- **Enjoyment:** we share the joyful experiences and endeavours of our music-making with the wider community;
- **Investment:** we encourage creativity, engaging new participants and attracting visitors to keep the festival vibrant and relevant;
- **Accountable:** we accept the challenge as fleeting guardians of a long tradition to be transparent, open and responsible for our actions;
- **Custodianship:** we commission new work, train aspiring singers and develop new audiences, ensuring our future sustainability.

Strategic aims

- To be an internationally celebrated festival; an unmissable event on the classical music calendar.



- To champion classical music, and choral music in particular, as a genre which is open, enjoyable, relevant and accessible to all.
- To be a sustained and sustaining vehicle for cultural enrichment, creating musical experiences and opportunities which do not ordinarily exist in our region
- To act as a developmental bridge for those who want to make music, providing expert guidance to support people of diverse ages and backgrounds to exceed their expectations.
- To develop a sustainable model for the festival and its year-round activity which will ensure that our artistic and participatory aims can be delivered to future generations with confidence and commitment.

Organisational structure

- The Three Choirs Festival Association is a registered charity and company limited by guarantee, with a turnover of around £1million per annum. The most recent set of audited accounts and annual report can be found [here](#). Accounts for the financial year ending September 2020 will be published following the AGM in March 2021. Despite the challenging circumstances of 2020, we expect to receive an unqualified auditor's assessment and carry forward a small unrestricted reserve to the new financial year.
- The Board of Directors currently has ten members (with the potential to rise to eleven).
- Day-to-day operation is run by a small professional management team based at the Association's office in Gloucester.
- Membership of the Association comprises the Directors, Chief Executive (Company Secretary) and from each city the Cathedral Dean, Artistic Director, City Treasurer and Vice Chair, and Chair of the Friends Committee.
- Festival Committees comprise the named roles above, plus other members as approved by the Board of Directors on the recommendation of the city committee.
- The Association has a sibling charitable body, the Society, whose Chair is an ex-officio member of the Association board. The Chair, Treasurer and City Chairs of the Association are also ex-officio trustees of the Society.

Future festival dates

Worcester 24-31 July 2021 | **Hereford** 23-30 July 2022 | **Gloucester** 22-29 July 2023

