

THE ENGLISH OPERA GROUP.

MINUTES of the Directors' Meeting held at Crown House, Aldwych, on Monday, January 5th, 1948, at 11.30 a.m.

Those present:

DIRECTORS: The Rt.Hon. Oliver Lyttelton, M.P. (Chairman)
Ralph Hawkes
Hon. Mervyn Horder
James Lawrie
Hon. James Smith
Erwin Stein

ARTISTIC DIRECTOR: Eric Crozier

ARTS COUNCIL: Steuart Wilson

GENERAL MANAGER: Anne Wood.

1. The Minutes of the previous Meeting were agreed and signed.
2. As business arising out of the Meeting, the Chairman reported that he had had a talk with Mr. Richmond Temple who was a very experienced publicity expert. Mr. Richmond Temple had thought well of some scheme such as a "Friends of The English Opera Group" association which would be the basis of an appeal to the public for funds. Mr. Eric Crozier said that on hearing this earlier from the Chairman he had drafted something along those lines but had unfortunately left it behind. In a general discussion on the subject it was agreed that we should offer some inducement to the public against subscriptions and that since it was going to be difficult to offer tickets because we should never be in a position to control the box office of the theatre we were playing at, it would be better to think of other things. A sub-committee was appointed to get out a scheme and then to see Mr. Richmond Temple on the subject and report back to the Directors - the sub-committee to be composed of Mr. Ralph Hawkes, Mr. James Lawrie, Mr. Crozier and Miss Wood.
3. Mr. Lawrie reported on the attitude of Barclays Bank Head Office to the company's overdraft. The Chairman felt that we should again do all possible not to call upon the company's guarantors at this stage and Mr. Lawrie was asked to do everything he could to secure a further period during which the Bank would carry our overdraft, stressing that we now had certain expectations of money coming in and were launching out on a public appeal.
4. Miss Wood reported that we had received an official letter from The Arts Council offering us £5,000 in 1948 and this was accepted with gratitude by the Meeting in general.
5. Mr. Lawrie reported that he had made some approach to Lloyd's Bank with regard to a large subscription to the Group but had met with a somewhat negative attitude. The Chairman agreed that he personally should go ahead and see Mr. Beckett of the Westminster Bank.
6. Mr. Ralph Hawkes reported that he and Miss Wood had gone to see Mr. Michael Balcon on the question of our agreement with his company and that Mr. Balcon seemed very willing to go ahead. He

was now submitting the proposal to his Directors and drafting the agreement.

7. Mr. Crozier reported that we now had the contract with Cambridge for the week of May 24th on the basis of a guaranteed fee of £1,250 for the week. They had invited us for two further weeks late in July on the same basis and we had accepted this.

With regard to foreign negotiations we had heard no more from Stockholm; it was therefore considered unlikely that this suggestion would go through. Paris and Holland were still in negotiation. Mr. Crozier was just going to Holland to see if he could bring negotiations to the point of settlement.

With regard to this country, we had so far failed to get a London theatre but were continuing to try. Birmingham had invited us for a week and we had approached Manchester on the question of going there for a fortnight.

8. With regard to broadcasts, Mr. Crozier and Miss Wood had by invitation had a long talk with Mr. George Barnes of the Third Programme who had expressed himself as keen to take a number of broadcasts, particularly studio broadcasts from the company this year. The first of these would be a broadcast of Albert Herring early in the season which would assist us financially, since by putting it early the B.B.C. would in fact pay for the three or four orchestral rehearsals which we should require in any case to get the work up to standard again for this year's production.

9. Details of the Opera School were put before the Directors who approved of the scheme. Mr. Hawkes and Mr. James Smith were keen that Covent Garden and Sadler's Wells should be able to send a student each and Miss Wood explained that a place had been kept for a student from Sadler's Wells. It was felt that the fees were too low and Miss Wood pointed out that Miss Cross and others who were fully aware of the immense financial difficulties for students, were convinced that we could not put the figure higher. It was agreed that if an outside institution wished to send students to the course it should be pointed out to them that the course was run at a loss, and they would therefore be required to pay thirty guineas instead of the twenty for their applicant.

10. The next Meeting of the Directors was fixed for January 27th.

ANNE WOOD.

General Manager.

MINUTES of the Directors' Meeting held at

Crown House, Aldwych, on
Tuesday, 27th January 1948 at 11.30 a.m.

Those present:

Directors: The Rt. Hon. Oliver Lyttelton (Chairman)
 Hon. Mervyn Horder
 James Lawrie
 Erwin Stein

Artistic Director: Eric Crozier

General Manager: Anne Wood

1. The Minutes of the previous meeting were agreed and signed.
2. Mr. Lawrie reported that he had had a letter from the Head Office of Barclays Bank intimating that the total amount of the Company's overdraft, loans and outstanding bills was now higher than the Company's guaranteed sum of £8,100, and that they therefore considered the position as unsatisfactory. This situation had apparently been brought about by the payment of a large cheque - approximately £1,000 - to Cook's Travel Agency.
3. Mr. Lawrie went on to say that he felt two things were very unsatisfactory about this position. The first was that the Company had gone above the overdraft ceiling without informing the Bank or informing him, which made his position as the "contact" with Head Office a somewhat difficult one. The second was that the figures now disclosed that our losses in the 1947 season were well above what the Directors had recently been given to understand.
4. Miss Wood explained that the present situation had arisen partly as a result of the difficulty of getting two particular cheques paid in to the Company - one of £600 from Covent Garden, outstanding since the recent season there, and one of £1,000 from the British Council, which represented the remainder of the grant from them for the Lucerne visit. In spite of all efforts, Miss Wood admitted that she failed to get these cheques in. Miss Wood admitted that the 1947 losses were somewhat greater than the most recent estimate. For one thing we had been quarrelling with a certain bill from a Dutch travel firm for approximately £600 for travel of scenery in Holland and to Lucerne which we felt to be too high, but had recently had to agree to the figure.

The exact financial situation was as follows: The overdraft was £6,700; outstanding bills amounted to £835; debts to the Company stood at £1,600. This left a figure of £5,935 which, together with our loans of £3,300, gave a figure for total indebtedness of £9,235.

5. After general discussion it was agreed that detailed estimates of 1948/49 expenditure must be drawn up, both for the next meeting of the Directors and as a basis for further discussion with Barclays Bank. Mr. Lawrie offered to help in the preparation of the estimates and to continue negotiations with the Bank.

6. Miss Wood reported that she had received a phone call from Sir Michael Balcon on January 15th, the day after his Board Meeting, to say that whereas his Directors were prepared to pay out £3,000, they were not prepared to pay out as much as £5,000 towards the production. Miss Wood had informed Mr. Hawkes before he left for America. Miss Wood was meeting Sir Michael on the following day, January 28th, to agree the draft of an agreement.
7. The Directors expressed disappointment at this development but hoped the agreement would get finalised without delay.
8. Mr. Crozier said he felt that in view of this news and the general financial situation, the Directors should consider whether the Company should continue at all or whether they should cancel all plans for a 1948 season. After general discussion it was agreed that the Company should continue during 1948, and that whereas discontinuance now would mean calling in all guarantees which would not cover the debts, a more successful second season and a successful appeal might put the Company in a far healthier position.
9. In the absence of the Chairman of the Appeal Sub-Committee, Mr. Lawrie reported that he, Mr. Crozier and Miss Wood had visited Mr. Richmond Temple and had outlined to him our ideas and suggestions for an appeal and indicated that we needed to raise £10,000. Mr. Temple had given as his opinion that it might be quite difficult to raise this sum. He was now engaged in drawing up a draft scheme for the Sub-Committee to see. A concrete scheme should be quite ready for the next Directors' Meeting.
10. Mr. Lyttelton said he had approached Mr. Beckett of the Westminster Bank with regard to a subscription to the Group, but had met with a somewhat negative attitude. He had promised to send him details of the Group's work, on the basis of which Mr. Beckett was prepared to give the matter further consideration.
11. Mr. Lyttelton agreed to approach the Daily Telegraph for support and, failing them, Hultons of Picture Post.
12. The next Meeting of the Directors was fixed for Tuesday, February 17th, at 11.30.

ANNE WOOD,
General Manager.

MINUTES

of the Directors' Meeting held at
Crown House, Aldwych, on February 18,
1948.

Those present:

Chairman: Rt. Hon. Oliver Lyttelton, M.P.

Directors: Hon. Mervyn Horder
Mr. James Lawrie
Hon. James F. A. Smith
Mr. Erwin Stein

Artistic Director: Mr. Eric Crozier

General Manager: Miss Anne Wood.

1. The Minutes of the previous meeting were agreed and signed.
2. Mr. Lawrie reported that he had taken the 1948 estimates to Barclays Bank Head Office. These figures had included estimated total expenditure and more detailed estimates of expenditure during the following three months, that is, up to April 1st. Head Office had accepted these figures and had consented to the Group continuing the overdraft up to April 1st so long as the estimates were not exceeded. Head Office requested that they be kept informed on the negotiations with Sir Michael Balcon.
3. The financial estimates were tabled for the Directors' inspection.
4. Mr. Crozier reported that Sir Michael had changed his mind and had finally offered Boosey & Hawkes £3,000 for the film rights. Boosey & Hawkes were now considering this offer. The film rights are owned 2/3rds by Benjamin Britten and 1/3rd by Boosey & Hawkes. If the deal was concluded Mr. Britten was insistent that he make over his share to the Group. The position with regard to the Boosey & Hawkes share was uncertain. Certain suggestions had been made such as that the firm lend their share to Mr. Britten or to the Group.
5. There was general discussion on this matter. The General Manager was advised that we should approach Mr. Britten to sell his film rights to the Company for a nominal sum, thus avoiding Income Tax. It was also agreed that the Company should negotiate with Sir Michael Balcon on a financial basis.

for any services which he might request from the Company, since his agreement with Boosey & Hawkes would naturally not cover any services from the Group. The Management was further advised to consider the question of contracting with their artists in such a way that the Group would receive a percentage on any payment made by Sir Michael Balcon to the artists for further services in connection with the Group.

6. Mr. Lawrie and Miss Wood reported to the meeting on the negotiation with Mr. Richmond Temple on the appeal. Mr. Richmond Temple had drawn up a scheme for appealing for funds for National British Opera, but after due consideration the Appeal Sub-Committee had turned down this idea and considered that the appeal should be strictly for The English Opera Group. This decision was confirmed by the Directors. It was reported that Mr. Richmond Temple had made it clear that he would make no charge whatever for his services in the matter. The draft appeal as drawn up by the Appeal Sub-Committee was considered briefly by the Directors. The Sub-Committee was asked to give further consideration to three points:-

- a) the use of covenants;
- b) the offer of an annual subscription;
- c) the advisability of mentioning the figure for the cost of one rehearsal.

With regard to the timing of sending out the appeal, it was estimated that it could be ready in approximately one month.

7. With regard to the various approaches which had been made to individuals for financial assistance, Mr. Lyttelton reported that he had failed to interest the Daily Telegraph. It was agreed that he should now approach Hulton's Press. He had had no reply yet from the Hon. Rupert Beckett of the Westminster Bank. Miss Wood had had no reply of any kind from Mr. Wolfson. Mr. Lawrie reported that he had received no reply from Mr. Danny Kaye, to whom he had written.

8. It was reported that a further series of classes would be organised for the Opera Studio (E.O.G.) from May to July. It was agreed that approaches be made to Sadler's Wells and Covent Garden with regard to the continuance of the Opera School in a bigger way next autumn.

9. It was agreed that the next meeting be held on Tuesday, March 9th, at 11.30 a.m.

M I N U T E S of Directors' Meeting held at

Crown House, Aldwych,

on March 9th, 1948.

Those Present:

Directors: Rt. Hon. Oliver Lyttelton, M.P. (Chairman)

Hon. Mervyn Horder

Mr. James Lawrie

Mr. Erwin Stein

Artistic Directors:

Mr. Benjamin Britten

Mr. Eric Crozier

General Manager: Miss Anne Wood.

1. After a slight amendment in wording in Para. 5 of the Minutes of the previous Meeting had been suggested by Mr. Lawrie and generally agreed, the Minutes were agreed and signed.
2. Mr. Crozier reported that in the view of Boosey & Hawkes, the agreement between Sir Michael Balcon and Boosey & Hawkes for the Film Rights of The Beggar's Opera was now very likely to go through. He also reported that Boosey & Hawkes as well as Mr. Britten had now offered to make over their respective financial share to the English Opera Group who would thus get the total sum of £3,000.
3. The Directors thanked Mr. Britten for his generosity and also wished their grateful thanks to be conveyed to Messrs. Boosey & Hawkes for their gesture.
4. A final proof of the appeal was put before the Meeting after general discussion, it was felt that the appeal should go out before Easter, though it was pointed out that the work of the printers and the mailing agency was scarcely likely to make this possible. Miss Wood reported that we had gradually got together a list of 13,000 names to whom the appeal would be sent.
5. It was agreed that the Arts Council should be asked to send us the greater part of their donation as near as possible to April 1st, when our overdraft position was due for review.

6. Mr. Britten reported that he had been talking with an important agent from Paris who was very keen to get the Company to the Opera Comique to play all the operas. There was evidently considerable interest in the Group's work in Paris, largely as a result of the Group's performances last year in Lucerne. The difficulty at the moment was a currency problem - there seemed no means of transferring francs to this country to pay the expenses inevitably incurred in England for a visit to Paris.
7. Mr. Britten also reported that the British Council representatives in Helsinki wanted the Group to go there, and had stated that there was a newspaper man there who would put up the necessary guarantees.
8. Mr. Crozier reported that negotiations were still continuing with Cambridge for their Festival in July. They wanted performances of Lucretia which we were unable to give unless more money was forthcoming. We felt the connection with Cambridge was valuable for the future and would continue our efforts to find a solution.
9. It was agreed that Mr. Lyttelton should approach Sir Robert Mayer with a view to interesting him in the work of the Group.

THE ENGLISH OPERA GROUP, LTD.

Minutes of Directors' Meeting held at Crown House, Aldwych,
on April 21st, 1948.

Those present:

Directors: Rt. Hon. Oliver Lyttelton, M.P. (Chairman)
Sir Kenneth Clark, K.C.B.
Hon. Mervyn Horder
Mr. James Lawrie
Mr. Erwin Stein.

Arts Council
Representative: Mr. E. W. White

General Manager: Miss Anne Wood.

1. The Minutes of the previous meeting were agreed and signed.
2. The General Manager reported that the Arts Council had agreed to pay their grant in two instalments - one of £3,000 in April and a further £2,000 in July.
3. The General Manager reported that the response to the appeal was proving very disappointing. 15,000 leaflets had been sent out in the last fortnight and so far the response had reached £185. The costs would be approximately £400.
4. In answer to a question it was reported that the present overdraft was £3,097. 2. 9.
5. It was reported by Mr. Stein and the General Manager that the Balcon agreement had not yet gone through. The draft agreement still contained two clauses which were highly objectionable to Boosey & Hawkes and to Mr. Britten. Boosey & Hawkes felt, however, that in time the agreement would go through.
6. There was a general discussion on the extremely unsatisfactory financial situation. It was felt to be unlikely that the appeal would now bring in much more than enough to cover the expenses. It was confirmed that the loss on the second year's work would be approximately £4,000. Another point which came up was that it appeared that the Group would never be able to exist on the Arts Council Grant alone, and that every year additional funds - approaching £5,000 a year - would have to be found.

7. The Chairman said that under the circumstances he wanted the Arts Council to be completely informed of the situation - that in fact their grant for this year might not see the Company through and that the Company might have to default from a number of performances on behalf of which they had received the grant. Mr. White said he fully understood this and that he would keep his Council informed, but that he did not think the Directors need worry too much on that score.
8. It was finally decided that by the next meeting any further response to the appeal would have become apparent and that some decision would then have to be made on the continuance of the season's work.
9. The General Manager reported firstly that we had concluded an agreement for a two-day visit to Belgium on the basis of a fee which would cover all expenses; secondly, that the British Council had now given us a guarantee of £250 against loss on the Holland visit which would give us extra cover, and thirdly, that we had concluded an agreement with the Arts Theatre, Cambridge, for one week only in their Festival in July.
10. The General Manager said that with great reluctance on her part and on the part of Mr. Crozier she had to bring up the question of Mr. Crozier's salary. It was now £500 plus expenses of £200, which, since his work with the Group had proved to be full-time, was quite inadequate and was placing Mr. Crozier in a difficult financial situation, since he was prevented by the work from earning income from other sources. She therefore felt bound to ask the Directors to reconsider the matter.
11. After some discussion the Chairman said he felt it would not be proper for the Directors to increase expenditure at the present moment and that this must wait over until the next meeting.

MINUTES of Directors' Meeting held at Crown House,
Aldwych, W.C.2, on May 19, 1948.

1. Mr. E. W. White, of The Arts Council, requested that in paragraph 7 the last sentence after the word "informed" should be deleted. This was agreed and the minutes duly signed.
2. Mr. Periton, representing the Company's Auditors, requested formal resolutions in certain of the Company's affairs.
3. It was resolved that expenditure totalling £481. 12. 5. and receipts totalling £3760. 16. 8. which were incorporated in a separate bank account in the name of "Miss Anne Wood re English Opera Group" between December 31st 1946 and April 29th 1947 - the Company not being incorporated until April 16th, 1947 - be accepted as being transactions of the Company and incorporated therefore in the first accounts.
4. It was resolved that the resolution of 16th May 1947 by which Mr. Crozier's salary was fixed at £500 with an expense allowance of £150 per annum and Miss Wood's salary at £700 and expense allowance of £200 per annum should take effect as from December 1st, 1946.
5. It was confirmed that the rated interest payable on the loans of £3,300 (per schedule below) be 3% per annum as from the date of receipt.

Benjamin Britten	£ 500
W. J. Dexter	500
Albert Ehrman	1,000
K. Lancaster	100
Basil Wright	100
Mrs. Wright, senr.	50
James Lawrie	1,000
John Piper	50
	<hr/>
	£3,300

6. Mr. Periton submitted draft accounts to the Directors and requested guidance from the Directors on one particular point before finalising the accounts. At the moment all the Company's tangible assets, including scenery and properties, costumes, office furniture, were placed on the balance sheet as fixed assets. Did the Directors want a certain proportion of the total figure of £3,806. 10. 7. to be accounted expenditure?

After some discussion the Directors felt they must have time to digest the balance sheet as a whole and give a decision on this point at a later meeting.

7. The General Manager reported that the Appeal had so far yielded £260 profit, less cost of gifts and including the gift of total receipts from Mr. Britten's and Mr. Pears' Wigmore Hall recital.
8. It was reported that there still seemed every chance of the Balcon agreement going through but that the matter was now awaiting the arrival back in this country of Sir Michael Balcon. He was expected in early July.
9. After some discussion it was agreed that the uncertainty of the Balcon money made the September and October season rather difficult. Mr. J. Lawrie asked Mr. E. W. White what would be the attitude of The Arts Council to the Company cutting out that part of the season's work. Both Mr. White and Sir Kenneth Clark took the view that the Arts Council would not suggest withdrawing any part of their grant.
10. It was made clear that the Bank had accepted the situation up to July 31st on the basis of estimates of receipts and expenditure up to that date. They had now requested that all loan holders be asked to sign a form by which they gave the Bank priority over the loan in the event of the Company going bankrupt. The General Manager was directed to approach all loan holders to this effect.
11. It was agreed that no one should be approached to become a guarantor until the present financial situation had been cleared up.
12. It was agreed that at the next meeting the General Manager should submit an estimate of the relative costs of continuing or cutting out the September-October playing season.
13. It was agreed that the next meeting be held on May 26th at 11.45 a.m.

MINUTES of Directors' Meeting held at Crown House,
Aldwych, W.C.2, on May 26, 1948.

1. The Chairman said that he had called this meeting to discuss ways and means of the Company carrying on. He, Sir Kenneth Clark and Mr. James Smith had met and discussed the matter and wished to recommend that, subject to the wishes of the Artistic Directors, the Company prepare to discuss some form of amalgamation with Sadler's Wells. They felt that though there would be difficulties on both sides, such a move would save on overheads.
2. Mr. T. Guthrie felt this suggestion should be explored. Its success would depend on the terms of the agreement and degree of loss of sovereignty by the E.O.G.
3. Sir Kenneth Clark said that in addition, and perhaps more important, the Directors must know Mr. Britten's feelings on possible loss of standards. He appreciated practical differences in attitudes on such matters as amount of rehearsal required, payment of singers and orchestra, etc., might result in a loss of standard by the smaller group.
4. Mr. Britten said he felt strongly that all the existing opera companies should be under one umbrella and that the E.O.G. would gain by coming under the shadow of a great opera house.
5. Sir Kenneth Clark and Mr. Guthrie thought that the matter should be pursued with Sadler's Wells and not with Covent Garden, whose own internal changes would make such negotiations too uncertain.
6. Mr. Crozier reminded the Directors that before the formation of the E.O.G. discussions had been held with Covent Garden and Sadler's Wells on the desirability of some amalgamation with them, and that with goodwill on both sides no basis for such amalgamation could be found. Apart from real differences of outlook on standard of performance, there were practical problems, of which shortage of space was perhaps the most outstanding.
7. Mr. Stein pointed out that the E.O.G. had performed a most remarkable work by presenting two new operas and one newly realised opera in three years, in addition to other new works. The E.O.G. was the only organisation attempting to build up a repertoire of English operas. Its creative side should be stressed in any negotiations.
8. It was agreed that the Chairman, with Sir Kenneth Clark and Mr. James Smith, should write a letter to Sadler's Wells to open up negotiations, but that the sending of the letter should be delayed until Mr. Smith returned from abroad.
9. Sir Kenneth Clark said he felt that the matter of the Balcon money should be clarified as soon as possible, since if the negotiations fell through and the E.O.G. wanted to make any approach to the Arts Council for further aid, such an approach should be made without delay.

MINUTES of the Directors' Meeting held at

Crown House, Aldwych,

on 9th September, 1948.

Those present:

Directors: Rt. Hon. Oliver Lyttelton, M.P.
(Chairman)
Sir Kenneth Clark
Hon. Mervyn Horder
Mr. James Lawrie
Hon. James Smith

Artistic Directors: Mr. Benjamin Britten
Mr. Eric Crozier

General Manager: Miss Anne Wood

1. The Minutes of the two previous meetings, on May 19th and May 26th, were agreed and signed.
2. It was agreed that the General Meeting be called for October 5th at Crown House.
3. The draft balance sheet and report for the General Meeting were discussed. The General Manager was directed to request the Auditors to make slight alterations of wording in the balance sheet and to include the figures of the guarantees on the balance sheet. Alterations were made and agreed in the draft report.
4. It was pointed out that, according to the Group's constitution, three Directors must retire at the General Meeting. The first three Directors appointed were Sir Kenneth Clark, the Hon. T.M. Horder and Mr. Erwin Stein.
5. The Chairman told the Directors that in the near future he and Mr. Lawrie were due to meet with Sir George Dyson and the Hon. James Smith of Sadler's Wells and discuss the future association of the two groups on the basis of a memorandum drawn up by Barbara Ward.
6. Mr. Erwin Stein reported that the prospects of early signature of the Balcon agreement were now very good.
7. The General Manager was directed to observe the Arts Council Opera & Ballet Panel recommendation that:-

"Opera companies should be asked to agree that no opera manager should approach a singer under contract to another manager without observing the already existing etiquette of first communicating with the manager concerned."
8. The General Manager reported that she had had discussions with the Arts Council, Covent Garden and Sadler's Wells on the subject of the future of the Opera Studio, started by the E.O.G. under the directorship of Miss Joan Cross, as a result of which it was proposed to establish the Studio on a permanent and independent basis. The Directors agreed to this proposal.
9. The General Manager reported that we had been offered a loan of £1,000. She asked for guidance from the Directors on whether the financial position of the Company was such that we could accept the offer. It was agreed by the Directors that we should accept the loan provided the full facts of the Company's finances were known to the loanee.

ANNE WOOD
General Manager

MINUTES of the Directors' Meeting held at
Crown House, Aldwych,
on October 5th, 1948.

Those present:

Directors: Rt. Hon. Oliver Lyttelton, M.P.
(Chairman)
Sir Kenneth Clark
Hon. Mervyn Horder
Mr. James Lawrie
Mr. Erwin Stein

Artistic
Director: Mr. Eric Crozier

General
Manager: Miss Anne Wood

1. The Chairman reported that owing to the illness of Mr. James Smith the proposed meeting with Sadler's Wells had had to be postponed.
2. The Balcon agreement was signed by the Chairman on behalf of the E.O.G. The General Manager said that the cheque due to the E.O.G. was expected in a few days.
3. Mr. Lawrie said that he had received advice from Barclays Bank Head Office that the Spring-Rice loan of £1,000 had been used to pay off bills and that the overdraft at the moment was above the allowed limit. Miss Wood explained that this had been done with the permission of our Branch Office. She had been given to understand that this had been made possible because of the imminent payment of the Balcon money.
4. The General Manager reported that in issuing the appeal this year we had made all donors Associates of the E.O.G. It was now proposed to extend this scheme, form an association and place membership on an annual subscription basis. The Directors agreed to the proposal and the General Manager undertook to submit a definite scheme to the next meeting.

ANNE WOOD
General Manager

THE ENGLISH OPERA GROUP LTD.

MINUTES of the Second Ordinary General Meeting
held at Crown House, Aldwych,
on October 5th, 1948.

Those present: The Rt. Hon. Oliver Lyttelton, M.P. (Chairman)

Members: Sir Kenneth Clark
Mr. David Higham
Hon. Mervyn Horder
Mr. James Lawrie
Rt. Hon. Oliver Lyttelton
Mr. Erwin Stein

Artistic Director: Mr. Eric Crozier

General Manager: Miss Anne Wood.

1. The General Manager reported that Mr. E. W. White of The Arts Council and the Hon. James Smith had sent apologies for absence.
2. The General Manager read the announcement convening the Meeting.
3. The Minutes of the last meeting (July 15th 1947) were agreed and signed.
4. The Chairman presented the Company's Accounts and the Auditors' report was read.
5. The Chairman presented the Directors' Report for 1947 and the Interim Report for 1948.
6. Mr. David Higham questioned the note in the Balance Sheet which stated that no depreciation had been written off "Scenery and Properties" and "Costumes", The Chairman

explained that the Directors took the view that as the operas had been played only a comparatively few number of times and would be played in succeeding years, it was fair at this stage to regard scenery, properties and costumes as assets. He further pointed out that the other costs of the productions, rehearsal costs, designers' and producers' fees, etc., had been accounted as expenditure.

7. The Balance Sheet and Report were unanimously accepted.

8. The General Manager reported that under Clauses 37, 38 and 39 of the Group's Articles of Association three Directors, Sir Kenneth Clark, the Hon. Mervyn Horder and Mr. Erwin Stein were due to retire by rotation and, being eligible, had offered themselves for re-election.

Mr. James Lawrie proposed and Mr. Lyttelton seconded the re-election of Sir Kenneth Clark.

Mr. Lyttelton proposed and Mr. Lawrie seconded the re-election of the Hon. Mervyn Horder.

Sir Kenneth Clark proposed and Mr. Horder seconded the re-election of Mr. Erwin Stein.

9. Mr. David Higham proposed and Mr. James Lawrie seconded that Messrs. Chenhalls, of 115 Chancery Lane, W.C.2, be re-appointed as official auditors and that their fee for the annual audit be not more than one hundred guineas.

ANNE WOOD
General Manager

THE ENGLISH OPERA GROUP LTD.

MINUTES of the Directors' Meeting held at
Crown House, Aldwych, on
November 9th, 1948.

Those present:

Director: Mr. J. H. Lawrie (Acting Chairman)
Hon. T. M. Horder
Mr. Denis Rickett
Mr. Erwin Stein

Artistic Directors: Mr. Eric Crozier

Arts Council
Representative: Mr. E. W. White

General Manager: Miss Anne Wood

1. The Minutes of the two previous meetings, Sept. 9th and Oct. 5th were agreed and signed, with the substitution of the word 'lender' for 'loanee' in Para. 9 of the Minutes of the Sept. 9th Meeting.
2. In the absence of the Chairman, Mr. Lawrie reported on the meeting with Sir George Dyson of Sadler's Wells. He stated that the meeting was short and that any suggestion of the immediate amalgamation or close working association of the two groups was immediately dispelled by Sir George's first remarks which were on the subject of payment to the orchestras of the respective companies. His view was that the E.O.G. paid their orchestra at a higher rate than Sadler's Wells found possible; that neither company could change their policy on this point; and that that alone would preclude any real working together.

Mr. E. W. White stated that at an earlier meeting of the Sadler's Wells Governors when the subject was discussed, two points of possible co-operation between the two companies had been discussed.
 - 1) The desirability of Sadler's Wells offering their theatre to the E.O.G. for one or possibly two short regular playing seasons in each year;
 - 2) The possibility of Sadler's Wells offering the E.O.G. office accommodation in some new office buildings they were on the point of acquiring.
Mr. White asked if either of these points had arisen at the meeting with Sir George Dyson.
4. Mr. Lawrie answered that to the best of his recollection they had not.
5. Mr. Crozier said that he had earlier discussed with the Sadler's Wells management the possibility of the E.O.G. playing in future years at Sadler's Wells, but had received the answer that the theatre was to be closed for four months in 1949 and 1950 for repairs and reconstruction which would preclude the possibility. Sadler's Wells was to be let again this year to the Doyle Carte Company, which in 1948 gave Sadler's Wells a profit of £5000 in six weeks. Mr. Crozier said that he would try again later on, as it would make a material difference to the E.O.G. to have a season at Sadler's Wells again in the autumn of 1949.

6. Mr. E. W. White was asked to discuss the matter informally with the Arts Council assessor to Sadler's Wells.
7. The General Manager reported that the Balcon cheque had been received and paid into the Group's account.
8. There was considerable discussion of the Draft Memorandum on the Arts Council grant. Mr. E. W. White suggested that the Group apply to the Arts Council for a loan - free of interest - to meet the overdraft. As a result of this and many other suggestions, Mr. J. H. Lawrie was requested to re-draft the Memorandum, to include Mr. E. W. White's proposal.
9. The Directors confirmed the action of the General Manager of not asking the two most recent lenders to the E.O.G. - Mrs. Cecil Robertson and Mrs. Spring-Rice - for postponement of their loans in favour of the bank. The General Manager was further directed to take no further action on the loans until an answer had been received to the E.O.G. application to the Arts Council.
10. Miss Wood stated that she had received verbal assurance from Mr. Dexter that he would not now withdraw his loan.
11. The General Manager reported that the Association had now got its constitution into the final draft stage; that a Committee had been formed and Secretary and Treasurer appointed; that the Association leaflet was also in its final stage. She agreed that all papers would be ready for the next meeting.
12. Miss Wood's letter of resignation to the Chairman was read, and his reply. The Directors wished their thanks to Miss Wood to be recorded in the Minutes.
13. Mr. Eric Crozier said that the Artistic Directors wished to propose to the Directors that Miss Wood be appointed an Artistic Director. This was agreed to. Miss Wood said she felt it an honour to be asked and accepted with pleasure.
14. It was resolved that Miss Elizabeth Sweeting be appointed General Manager and Secretary to the English Opera Group Ltd., as from November 20th, at a salary of £700 per annum and an expenses allowance as required but not exceeding £200.
15. It was resolved that Miss Sweeting be enabled to sign cheques alone, without the supporting signature of a director, for amounts not exceeding £30.
16. Miss Wood explained that in addition to Miss Sweeting, the Management of the E.O.G. would consist of a Book-keeper and a Secretary. Part of the salaries of all three would be paid to the E.O.G. by the Aldeburgh Festival as they would also be concerned with the management of the Festival.
17. Mr. Crozier explained that this arrangement was bound up with the decision to move the E.O.G. office from London to Aldeburgh. The move was to take place almost immediately. Boosey & Hawkes would remain an accommodation address in London, and the firm would offer office space to Miss Sweeting on her visits to London.
18. The Artistic Directors wished to propose to the Directors that Lord Harewood be invited to become President of the Group. Lord Harewood was deeply interested in the activities of the Group and was sincerely anxious to do anything he could to help.
19. The Directors were unanimously in favour of the proposal but felt that the Chairman and the other Directors should first be consulted. Miss Wood was asked to do this.