

## Norfolk & Suffolk Culture Board: Chair of the Board: Recruitment Pack

*Building the cultural economy, increasing investment, accelerating inclusive growth, enhancing health and wellbeing, and championing sustainable development.*



Curious Directive: Gastronomic © Ali Wright

The Norfolk and Suffolk Culture Board is seeking a new Chair to lead the delivery of its recently published Manifesto ***Culture Drives Impact***. The Board is looking for a dynamic, inclusive leader, who can start working with us in August or September 2022.

### 1. Time Commitment:

- At least 4, 3hr Board meetings per year, usually 'live' meetings, with hybrid capacity.
- At least 4, 1hr Executive meetings per year
- 1 Annual Conference per year
- Monthly Liaison with the Coordinating Team and Vice Chair
- Regular, high level, liaison with external stake holders as 'brand ambassador.'

2. **Remuneration:** The role of Chair is voluntary.

3. **Term:** Three to five years, All Board members may stand for re-election.

4. **Start date:** August/September 2022.

5. **The deadline for applications is 20.00 hrs July 12<sup>th</sup> 2022**

### 6. Objective:

To hold the Board and Executive Team to account for the Norfolk & Suffolk Culture Board's Manifesto; providing inclusive leadership to the Board; and ensuring that each member fulfils their duties and responsibility to collaboratively enhance the region's cultural economy. See the [Board's manifesto 'Culture Drives Impact'](#)

## 1. Background:

Since its establishment in 2012, the Norfolk and Suffolk Culture Board has worked with partners across the cultural sector and with partners in other sectors to support culture-led growth. The Board has worked collaboratively to attract smart and impactful investment. This is evidenced by three major programmes, delivered by the Board:

- **Look Sideways East** (2014 – 2018) and **Head East** (2019 – 2023), collaborative cultural tourism programmes. See Head East [here](#)
- **StartEast** (2016 – 2019), the pioneering cultural enterprise programme. See the final evaluation [here](#)
- **Collaboration: Place: Change** (2019 – 2023), a Leadership Programme for senior, developing and emerging leaders in the arts and cultural sector across Norfolk and Suffolk. See [here](#)

These programmes underpin the role of the Board; it convenes and connects. These programmes come from collaborative partnership working and a shared approach across the arts, culture, higher education and the public sector. The Board brokers investment and partnerships which build capacity, expertise and sustainability.

The Board has recently launched its manifesto **Culture Drives Impact**. The manifesto commits to the continued development of the Norfolk & Suffolk Culture Board, which includes enhanced engagement across the whole cultural ecology. The Board is committed to facilitating exchange and building fresh partnerships where impact can be most felt and is most urgent.

As the Norfolk and Suffolk Culture Board, our challenge is to work with culture and non-culture partners to create ambitious collaborations that drive impact. The Chair's role is crucial. The Chair plays an ambassadorial role with partners, builds bridges across sectors and drives the conversation. The cultural organisations and local authority coordinators manage delivery.

The purpose of the Norfolk & Suffolk Culture Board is to collaboratively build the cultural economy in the area, increasing investment, accelerating inclusive growth, enhancing health and wellbeing, and championing sustainable development. The Board has an overarching objective to enhance the region's cultural profile, nationally and internationally. The Board provides an ambitious leadership platform for culture, working closely with partners to ensure culture drives impact.

The Culture Board is made up of up to 19 members. It has a Chair, a Vice Chair and an Executive Group. It is coordinated by the Arts leads from Norfolk and Suffolk County Councils.

## 2. Job Specification: Chair of the Norfolk & Suffolk Culture Board

### • Principal Responsibilities

#### Strategic leadership

- Provide leadership to Norfolk & Suffolk Culture Board, ensuring that Board members fulfil the aim of working collaboratively to build the cultural economy in the area.
- Deliver the commitments set out in the Board's Manifesto.
- Ensure that the Board provides an ambitious platform for culture, increasing investment, accelerating inclusive growth, enhancing health and wellbeing, and championing sustainable development.
- Enabling the Board to build effective strategic partnerships with health and wellbeing, Higher and Further Education, Sustainable Growth and Innovation.

## **Governance**

- Ensure that the governance arrangements are working in the most effective way.
- Ensure that the Board is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to lead and collaborate effectively
- Work within any agreed policies adopted by the Board and stay abreast of policy change within the cultural sector.
- Lead an annual review of the performance of the Board (including the Chair & Vice Chair) and the Executive Group. The incoming Chair and Vice Chair will develop the detail of process.
- The Board's Terms of Reference, Job Specification for Board members and current Board members are attached.

## **External Relations**

- Act as a brand ambassador for the Board and act as a spokesperson for the Board as appropriate.
- Represent the Board at external functions, meetings and events.

## **Efficiency and Effectiveness**

- Chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision-making process.
- Ensure that there is a comprehensive induction programme for new Board members, supported by the Executive and coordinators and address the development needs of the Board as a whole with a view to enhancing its effectiveness.
- Ensure that Board members are fully engaged and that decisions are taken in the best, long-term interests of Norfolk & Suffolk Cultural sector and that the Board takes collective ownership
- Work closely with the Executive Group to give direction to Board activity and to ensure that meetings are well planned and meaningful.
- Ensure that Board members are given sufficient time to consider critical issues and realistic deadlines for decision-making and ensure that decisions taken at meetings are implemented.

## **Relationship with the Vice Chair, Executive group and Coordinators**

- In collaboration with the Vice Chair, Executive Group and Coordinators, lead on the setting and reviewing of the Board's strategic Manifesto and subsequent strategy.
- Establish and build a strong, effective and a constructive working relationship with the Executive Group, Vice Chair and the coordinators, ensuring that they are held to account for achieving agreed strategic objectives.

## **Commitment**

- The Chair is expected to commit sufficient time to conduct the role comprehensively, including travel and attending events and performances, and email correspondence and phone calls between meetings. It is estimated that on average this will equate, in total, to one day per month.
- The Board's Manifesto sets out the following commitments for 2022.23:
  - Refresh the Board
  - Set up Task Groups for each Theme – People & Community, Health and Happiness, Environment & Place, Dynamism and Innovation.
  - Secure MoUs with partners...health, social care, enterprise
  - Support the development of a regional Freelancer Network
  - Deliver a briefing programme for Strategic Partners
  - Develop an evaluation framework - TBC
  - Deliver an annual conference for the sector

### Personal Qualities

- Enthusiasm for and commitment to Norfolk & Suffolk Culture Board and its Manifesto.
- National, regional and local knowledge of the cultural sector.
- Leadership skills appropriate to lead a significant, regional network of Chief Executives and Directors working across the cultural sector in Norfolk and Suffolk, including the ability to motivate collaboration and partnership working.
- Ability to foster and promote a collaborative team environment.
- A national profile with strong inter-personal and relationship building abilities.
- Comfortable in an ambassadorial role.
- Strong networking capabilities that can be utilised for the benefit of Norfolk & Suffolk Culture Board.
- Understanding of and commitment to diversity in all its forms.

### Experience, Knowledge and Skills

- Experience of operating at a senior strategic leadership level within an organisation, company or public body.
- Successful track record of achievement.
- Experience of external representation, delivering presentations and managing diverse stakeholders.
- Experience of working with or as part of a Board.
- Significant experience of chairing meetings and events.

### 3. Application process:

If you would like an informal discussion about the role with Helen Wilson (Chair of the Board) or a member of the Executive Group before applying, please contact [leanne.goodrum@norfolk.gov.uk](mailto:leanne.goodrum@norfolk.gov.uk) to arrange a mutually convenient time for a telephone or zoom conversation.

To apply please send a letter outlining:

- Your interest in joining the Norfolk & Suffolk Culture Board.
- The specific skills and experience you have that are relevant to the role of Chair.
- Your availability for an online interview during these times: **26<sup>th</sup> July 3pm – 6pm OR 28<sup>th</sup> July 9am – 12 noon**. If these dates are impossible we will try to find a suitable time.
- Please also attach your current CV.

Please send your application to: [jayne.knight@suffolk.gov.uk](mailto:jayne.knight@suffolk.gov.uk) with the subject heading **Application Culture Board Chair**

**The deadline for applications is 20.00 hrs July 12<sup>th</sup> 2022.**

Applications will be considered by the Board's Executive Group. Suitable candidates will be invited to an online meeting, ideally during these times during these times: **26<sup>th</sup> July 3pm – 6pm OR 28<sup>th</sup> July 9am – 12 noon**.

If you have a disability and need any reasonable adjustments to be made for you to be able to participate in the selection process, please contact [jayne.knight@suffolk.gov.uk](mailto:jayne.knight@suffolk.gov.uk) as soon as possible so we can accommodate your needs.

The Norfolk and Suffolk Culture Board is committed to equality of opportunity in all its practices. We are therefore particularly interested in hearing from candidates from underrepresented groups.

### A. Purpose

The purpose of the Norfolk & Suffolk Culture Board is to collaboratively build the cultural economy in the area, increasing investment, accelerating inclusive growth, enhancing health and wellbeing, and championing sustainable development. The Board has an overarching objective to enhance the region's cultural profile, nationally and internationally. The Board provides an ambitious leadership platform for culture, working closely with partners to ensure culture drives impact.

### B. Terms of Reference

The Culture Board is committed to positioning culture as central to delivering sustainable growth, with a focus on health and wellbeing, inclusion, cohesion and environmental responsibility.

The Culture Board provides the leadership voice for the cultural sector of Norfolk and Suffolk and it plays an ambitious role in advocating for better and smarter investment, stronger partnership working, and a position for culture at the heart of strategic approaches to sustainable growth. This includes close partnership and structured dialogue with:

1. The region's cultural sector, inclusive of organisations and enterprises of different scales, art form specialisms and locations, including freelancers.
2. The region's key institutions, notably its universities, colleges, health and environment partnerships.
3. Arts Council England in the delivery of its 10-Year Strategy *Let's Create* and associated place-based and sector-focused investment.
4. County Councils and the region's districts, cities and boroughs, working to ensure the diversity of the region is championed as a distinctive asset, that targeted place-based investment is attracted to the region, and that different types of places are connected to allow for mutually advantageous exchange and development.
5. New Anglia LEP in the development and delivery of its economic strategy and recovery plan for the region. The Culture Board advises the New Anglia LEP Board on all cultural matters and develops strategic initiatives to support the delivery of its Economic Strategy and Covid Recovery Plan.
6. National and regional organisations, working across sectors where culture is playing a vital strategic role – including health and wellbeing, social care, education and skills, environment and planning, heritage, and key economic drivers from tourism to environmental science, energy and renewables.
7. Emergent international partnerships – building on existing relations and generating new ones to explore shared values, facilitate knowledge and talent exchange, and enhance the soft power of the region.

These partnerships enable the Board to co-identify and make recommendations for a set of investment and strategic development opportunities for the region, each with a strong cultural dimension.

### C. Operation

The Culture Board is made up of up to 19 members. It has a Chair, a Vice Chair and an Executive Group. It is coordinated by the Arts leads from Norfolk and Suffolk County Councils. The Board will determine the frequency and timing of meetings according to the programme of work required. It is expected that there will be at least four meetings a year.

Culture Board membership will be for a period of up to three to five years initially, with an option to be re-appointed, twice. No more than a third of the Board will stand down on an annual basis.

Board members will be responsible for attending at least four meetings a year. Members failing to take part in at least four meetings in 12 months will have their membership revoked.

Board members from organisations with a turnover above £750k are required to contribute £250 towards the operating costs of the Board, as agreed by the Board.

If a vote is required on any matter, it will be decided on a simple majority with the Chair having the casting vote. Meetings will be quorate if the Chair and at least six Board members from the independent culture sector are present.

New Board members will be inducted by the Executive Group and will be supported by an appropriate 'Board Buddy'.

### **C.1 Chair and Vice Chair**

The Chair of the Board will be an independent cultural/creative lead with a high profile and established track record of positive influence. The Vice Chair will be a Chief Executive/Director from an independent cultural organisation or creative enterprise or an established freelancer.

### **C.2 Board Members**

Board members will be Chief Executives/Directors or established freelancers, working for independent cultural organisations or creative enterprises with a regional profile and senior culture professionals from local authorities delivering major cultural services. Substitution is not acceptable.

Board members will be responsible for making strong links back to their industry and place to ensure broad sector involvement. They will have the responsibility to link with their respective constituencies in Norfolk and Suffolk; and to connect their national and international partnerships to those in the region.

The Board will consist of at least nine, and no more than 19 leaders, drawn from across Norfolk and Suffolk.

Local Authorities – a maximum of 3 Senior Culture Managers, from authorities delivering a major Culture service.

The culture leaders from independent organisations and enterprises will always be in the majority and will include members from a range of cultural businesses, types, sizes and locations.

Board Members will be selected through open recruitment and applications will be reviewed and new members proposed to the Board by the Executive Group. Diversity and inclusion are of primary importance and will inform Board recruitment and renewal. Final decisions will be made by a majority vote of the Board.

Decisions will be based on how well nominated individuals can represent their sector or community of interest and on ensuring a balance of representation across the Board by geography, size of businesses and sector.

### **C.3 Executive Group**

The Board will set up an Executive Group, which will oversee the delivery of the Board's work, in accordance with decisions taken by the Board. The Executive will be made up of:

- The Chair
- Vice Chair
- 3 Board members from Suffolk
- 3 Board members from Norfolk
- The Arts Leads from Norfolk & Suffolk County Councils

The Executive Group will meet in between Board meetings and as required. The Executive Group are selected by nomination; at least two Board members and the Chair are required to nominate a Board member to join the Executive Group; final decisions will be made by a majority vote of the Board. Membership of the Executive group will be reviewed every three years.

Decisions on Executive Group membership will be based on breadth of experience, specialist knowledge and regional & national networks. Diversity and inclusion are of primary importance and will inform Executive nomination.

#### **C.4 Co-Opted Specialist Advisors and Observers**

The Board may co-opt up to four specialist advisors to support specific project development and delivery.

The Board may invite observers from other interested parties, on a reciprocal basis and for a fixed period of time. These invitations will be done by nomination; at least two Board members, the Chair and Vice Chair are required to nominate a co-opted advisor or observer.

Decisions on co-opted members and observers will be based on the specialist advice, knowledge and networks required. Diversity and inclusion are of primary importance and will inform nomination.

Co-opted members and observers with a turnover above £750k are invited to contribute £250 towards the operating costs of the Board, as agreed by the Board.

#### **C.5 Working Parties**

The Board may set up working parties or subgroups to undertake detailed operational work or project delivery. These will be led by a Board member, have clear Terms of Reference, will include advisers who do not currently sit on the Board and will have a 'task and finish' model: to identify needs, investment opportunities, raise investment and deliver projects/programmes.

The Board will usually nominate working party/subgroup members from within and beyond Board membership, based on the specialist advice, knowledge and networks required.

If a working party is needed before a Board meeting is due, the Chair and Vice Chair will nominate members. Working parties will report back to the Board. There may be occasions where a working party will have delegated decision-making powers. These will be agreed by the Board.

#### **C.6 Managing Conflicts of Interest**

Members of the Board are all representatives of their industry sector or community of interest and have a responsibility to act on behalf of their wider constituency at all times in relation to the work of the Culture Board. Members of the Board will be asked to complete an annual declaration of their interests which will be held in a register at one of the County Council offices. Members will be asked at the beginning of each meeting to declare any conflicts of interest pertaining to the agenda items to be discussed. County Council officers will manage this process.

#### **C.7 Board Coordination and Support**

The Board will be coordinated and supported by the Norfolk and Suffolk County Council Arts Leads, who will, with the support of the Executive Group, organise meetings, develop and deliver Board projects, act as banker and oversee progress, on behalf of the Board, in accordance with decisions taken by the Board.

#### **C.8 Annual Culture Summit**

The Board will hold an Annual Culture Summit: The AGM for the region's cultural sector. This event will review impact over the year and convene a partnership of national, regional and local partners to exchange knowledge and build awareness of the role of culture in driving impact for sustainable wellbeing.

## Current membership

Exec. Group.

	Name	Position	
1	Helen Wilson	Chair	✓
2	Daniel Brine	Festival Director, Norfolk and Norwich Festival	✓
3	Brendan Keaney	Artistic Director and Chief Executive, DanceEast	✓
4	Chris Gribble	Chief Executive, National Centre for Writing	✓
5	Joe Mackintosh	Chief Executive/Artistic Director, SeaChange Arts	
6	Owen Calvert Lyons	Director, Theatre Royal Bury St Edmunds	
7	Jenny Cousins	Director, The Food Museum	
8	Clare Hubery	Culture Manager, Norwich City Council	
9	Sue Simpson	Regional Director, National Trust East of England	
11	Roger Wright	Chief Executive, Britten Pears Arts	✓
12	Doug Rintoul	Chief Executive, New Wolsey Theatre	✓
13	Stephen Crocker	Chief Executive, Norwich Theatres	✓
13	Steve Miller	Assistant Director, Culture and Heritage, Norfolk County Council	

There is currently room for 6 new members, these will be recruited after the new Chair is appointed.

## Current Observers

Sarah Steed	Business Director NUA, Creative Industries Sector Group
Hannah Lake	Interim Director East, Arts Council of England
Julian Munson	Head of Enterprise Zones & Innovation New Anglia LEP

## Specialist Advisors

Sarah Barrow	UEA – Higher Education
Tim Robinson	Tech East - Digital
Pete Waters	Executive Director, Visit East of England

## Coordinators

Jayne Knight	Arts Development Manager Suffolk County Council
Mary Muir	Arts Development Manager Norfolk County Council



## Annexe 2: Job Specification: Board Member: Norfolk and Suffolk Culture Board

### Time Commitment:

- At least 4, 3hr Board meetings per year, usually 'live' meetings, with hybrid capacity.
- 1 Annual Conference per year
- Liaison (no more than monthly) with the Coordinating Team and Chair
- Regular, timely liaison with cultural sector, local and other relevant colleagues to ensure broad sector and 'place' involvement with the Board's work.

**Remuneration:** The role of Board member is voluntary. We welcome those working freelance in the sector and offer an annual fee to freelance members of the Board of £1,200, inclusive of expenses, to enable active participation in meetings and the Annual Conference. We will also cover access costs as required.

**Term:** Three to five years. All Board members may stand for re-election.

### Objective

Board members will be responsible for making strong links back to their industry and place to ensure broad sector involvement. They will have the responsibility to link with their respective constituencies in Norfolk and Suffolk; and to connect their national and international partnerships to those in the region.

The Culture Board provides the leadership voice for the cultural sector of Norfolk and Suffolk and it plays an ambitious role in advocating for better and smarter investment, stronger partnership working, and a position for culture at the heart of strategic approaches to sustainable growth. This includes close partnership and structured dialogue with a wide range of key stake holders.

Overall, the Board actively supports the delivery of the Norfolk & Suffolk Culture [Board's manifesto 'Culture Drives Impact'](#).

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The Culture Board is made up of up to 19 members. It has a Chair, a Vice Chair and an Executive Group. It is coordinated by the Arts leads from Norfolk and Suffolk County Councils.

### 1. Principal Responsibilities

#### Strategic leadership

- Provide leadership across Norfolk & Suffolk, ensuring that Board is recognised and valued across the cultural sector.
- Ensure that the Board provides an ambitious platform for culture, increasing investment, accelerating inclusive growth, enhancing health and wellbeing, and championing sustainable development.
- Support the Board to build effective strategic partnerships with health and wellbeing, Higher and Further Education, Sustainable Growth and Innovation.

#### Governance

- Work within any agreed policies adopted by the Board and stay abreast of policy change

within the cultural sector.

- Actively engage in and support, at an organisational and personal level, Board lead projects and initiatives.

### **External Relations**

- Board members will be responsible for making strong links back to their industry and place to ensure broad sector involvement. They will have the responsibility to link with their respective constituencies in Norfolk and Suffolk; and to connect their national and international partnerships to those in the region.
- Act as an ambassador for the Board and be prepared to act as a spokesperson for the Board as appropriate, including representing the Board at external functions, meetings and events.
- Convene and lead working parties as required.

### **Efficiency and Effectiveness**

- Participate in Board meetings effectively and efficiently, bringing impartiality and objectivity to the decision-making process.
- Be fully engaged and ensure that decisions are taken in the best, long-term interests of Norfolk & Suffolk Cultural sector, and take collective ownership of board decisions.
- Work closely with colleagues and networks, ensuring that the Board hears the views of colleagues.
- Prepare for meetings, reading papers and discussing with relevant colleagues and networks.

### **Relationship with the Chair, Board members and Coordinators**

- Establish and build a strong, effective and a constructive working relationship with the Chair, other Board members and the Coordinators, ensuring that the Board delivers against its plans.

### **Commitment**

- Board Members are expected to commit sufficient time to conduct the role comprehensively, including informal consultation with colleagues and networks, attending events and working groups and preparing for meetings. It is estimated that on average this will equate, in total, to 2-3 hrs. per month.
- The Board's Manifesto sets out the following commitments for 2022.23:
  - Refresh the Board
  - Set up Task Groups for each Theme – People & Community, Health and Happiness, Environment & Place, Dynamism and Innovation.
  - Secure MoUs with partners...health, social care, enterprise
  - Support the development of a regional Freelancer Network
  - Deliver a briefing programme for Strategic Partners
  - Develop an evaluation framework - TBC
  - Deliver an annual conference for the sector

### **Personal Qualities**

- Enthusiasm for and commitment to Norfolk & Suffolk Culture Board and its Manifesto.
- National, regional and local knowledge of the cultural sector.
- Leadership skills appropriate to active collaboration with a regional network of Chief Executives and Directors working across the cultural sector in Norfolk and Suffolk.
- Ability to foster and promote a collaborative team environment.
- Comfortable in a consultative, regional role
- Strong networking capabilities that can be utilised for the benefit of Norfolk & Suffolk Culture Board

- Understanding of and commitment to diversity in all its forms

**Experience, Knowledge and Skills**

- Experience of operating at a senior strategic leadership level within an organisation, company or public body
- Successful track record of achievement
- Experience of external representation, delivering presentations and managing diverse stakeholders
- Experience of working with or as part of a Board.
- Significant experience of Board meetings and events