



Norfolk & Suffolk Culture board

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

Norfolk & Suffolk Culture Board: Terms of Reference

Date: October 30th 2024

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, that culture and sustainable growth are inextricably linked and that different types of place are connected to allow for mutually advantageous exchange and development.
5. 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.
6. 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. It is the responsibility of every Board Member and Specialist Advisor to forge and build these collaborative relationships.

C. Operation

The Culture Board is made up of up to 20 members. It has a 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

The Chair of the Board will be a dynamic leader, with a demonstrable commitment to the cultural and creative sector, independent, with a high profile and established track record of positive influence.

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 lead the strategic direction of the Board and 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
- 3 Board members from Suffolk
- 3 Board members from Norfolk
- The Arts Leads from Norfolk & Suffolk County Councils

Executive members will be Cultural Leaders:

- With high level strategic, local, regional and national connections.
- Ready to lead high level debate on strategic issues, to ensure that culture has a high profile at a local and regional level and that culture in Norfolk & Suffolk has a high profile at a national level.
- Prepared to take responsibility for leading a specific Board theme or priority.

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 five specialist advisors to support specific development and partnership work. Specialist Advisors are expected to attend at least 4 meetings a year, to bring knowledge, opportunity and challenge to the Board to ensure it is informed, active and fully connected to the area of work.

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 and the Chair are required to nominate a co-opted advisor or observer.

Decisions on co-opted members, specialists and observers will be based on the 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 sub-groups to undertake detailed operational work or project delivery. These will be led by a Board member or Coordinator, 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 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 Norfolk & Suffolk Board Membership October 30th 2024

Exec. Group.

	Name	Position	
1	Louise Jordan-Hall	Chair	✓
2	Daniel Brine	Festival Director, Norfolk and Norwich Festival	✓
3	Brendan Keaney	Artistic Director and Chief Executive, DanceEast	✓
4	Peggy Hughes	Chief Executive, National Centre for Writing	
5	Joe Macintosh	Out There Arts	
6	Owen Calvert Lyons	Artistic Director & , Theatre Royal Bury St Edmunds	✓
7	Calvin Winner	Executive Director Gainsborough's House	
8	Clare Hubery	Culture Manager, Norwich City Council	
9	Sue Simpson	Regional Director, National Trust East of England	
10	Andrew Comben	Chief Executive, Britten Pears Arts	
11	Doug Rintoul	Chief Executive, New Wolsey Theatre	✓
12	Stephen Crocker	Chief Executive, Norwich Theatres	✓
13	Steve Miller	Assistant Director, Culture and Heritage, NCC	
14	Julia Devonshire	Original Projects - Freelance	
15	Kath Cockshaw	Freelance	
16	Natalie Jode	Executive Director Creative Arts East	✓
17	Genevieve Christie	Director First Light Festival	
18	Megan Vaughan	Executive Director Spill	
19	Elma Glasgow	Freelance	
20	Tim FitzHigham	Creative Director, West Norfolk	

Current Observers

Dipak Mistry	Arts Council of England
--------------	-------------------------

Specialist Advisors

Sarah Barrow	Higher Education, Pro-Vice-Chancellor for Arts and Humanities, UEA
Michael J Sauter	Higher Education, Head of Humanities UoS
Sarah Steed	Higher Education, Director of Innovation and Engagement Norwich University
Tim Robinson	Tech East - Digital
Pete Waters	Executive Director, Visit East of England
Coordinators	
Jayne Knight	Arts Lead Suffolk County Council
Niki Braithwaite	Arts Development Manager Norfolk County Council

