

# North East Culture Partnership Board Recruitment Pack

## Introduction

The North East Culture Partnership is at a significant moment in its young history. It has established itself as an exemplar of bringing stakeholders and local authorities together in a region to identify key priorities for growth. It has already raised ambition, created the Case for Culture and helped to attract funding into the North East. It has found ways of collaborative working suitable for the changing environment local authorities and the cultural sector now operate within.

It has also recently revised and clarified its governance, to reflect changes at the Association of North East Councils and learning from the last three years. One of the results of this work is a commitment to refreshing its membership, especially amongst the stakeholder members who sit alongside those nominated by the 12 local authorities of the North East.

NECP is especially looking to ensure it reflects as broad a range of interests as possible within a limited number of places, and better reflects the diversity of the region. Alongside the Board will sit an informal advisory network bringing in a larger group of experts and leaders in their fields, so that NECP can benefit from insight across all genres, art-forms, cultural and creative specialisms, ages and backgrounds.

This pack contains information about NECP, about the role of the Board, including its powers within our governance framework, and the skills we are looking for. This includes

1. About NECP
2. About the Case for Culture
3. NECP Board Terms of Reference
4. NECP Governance Framework: Main Powers and Responsibilities
5. Skills and Representation Map for Board
6. Role Descriptions, Person Specification and Expectations of Board Members
7. Recruitment process and timetable

If you have any questions or would like a discussion before applying, please contact Matthew Jarratt, Partnership Manager [matthew.jarratt@neculturepartnership.co.uk](mailto:matthew.jarratt@neculturepartnership.co.uk)

We look forward to your application.

John Mowbray and Cllr Simon Henig, Co-chairs.

## I. About NECP

The North East Culture Partnership (NECP) brings together practitioners, the local authorities, universities, colleges, businesses and voluntary organisations across the North East of England to champion, promote and support the arts and heritage sectors in the region and beyond.

The North East Culture Partnership (NECP) builds upon the commitment and enthusiasm of the region for its culture and heritage and continues to champion the role they can play in the economic, social and creative growth of the region.

The partnership includes the 12 Local Authorities alongside people representing the various stakeholders including HE, FE, the North East Chamber of Commerce, the cultural sector and observers from Historic England, Heritage Lottery Fund and Arts Council England. We have a series of working groups bringing in other partners and sectors, such as health, economic development and international trade. An annual stakeholder Forum brings together a larger group of experts across the full range of art-forms, museums and creative industries and the full breadth of the North East to share insight and ideas and identify priorities. The NECP is therefore an integral part of the strategic life of the region, and links with national and international initiatives.

Together the partnership has created the North East of England's Cultural Strategy – Case for Culture (C4C). This is an aspirational and visionary document that sets out a 15 years case for investing in arts and heritage. It has already been called a template, unique and an example of what can be achieved if a region and organisations work together. A number of Board Members lead the Case for Culture Steering Group and chair Aspiration Working groups and other Sub-groups, and these groups all focus on sector specific themes, hold events and engage with the arts and heritage sector.

Following the development of the C4C, the region is now intent on delivering the strategy, and has a number of sub-groups and work-streams devoted to its five aspirations. Examples include: our festivals' strategy, which pulls together the various cultural events across the region helping to focus efforts on the wider benefits to be derived from local and international activity such as the tall ships race and bids to become the UK City of Culture. The international group has already identified that the North East of England does cultural business with almost a third of the planet. Our business group is linking artists with local business to develop both sectors and grow local cultural organisations. Work on children and young people, participation, economic growth and retaining the best talent in the region are already delivering results and NECP's role as a hub and broker of regional working are growing.

Following a review of governance, the Board has developed a clear set of terms of reference and governance framework, included in this pack. The board does not carry legal responsibility for funds and staff, as these are held by Durham County Council on behalf of the Association of North East Councils (ANEC).

NECP has a small team of highly experienced managers, all working part-time. Together it adds up to less than two full-time posts.

## 2. About The Case for Culture

The Case for Culture is a positive statement of ambition for the next 15 years, building on the strengths of the North East's diverse communities and pointing to the opportunities for further investment in arts and heritage right across the region.

The Case for Culture has been created by the sector itself, backed the business and private sector, all five universities and the further education sector as well as all twelve local authorities. More than 1,000 individuals and organisations in over 20 sectors representing arts and heritage specialisms, local cultural partnerships and established networks were consulted during the process. Together, we identified five aspirations which will deliver clear benefits to the region's people, places and economy. These are:

1. Participation and reach – spreading the benefits of arts and heritage further to make sure everyone benefits.
2. Children and young people – ensuring we continue to innovate and broaden access to culture for children and young people, for all the benefits this brings to future generations.
3. Talent and progression – ensuring we attract and retain the very best cultural and creative talent and provide routes for career progression to grow a more skilled and diverse workforce.
4. Economic value – harnessing our potential to support economic growth and job creation and attract more visitors to our region.
5. Creating a vibrant and distinctive region with an excellent quality of life – the right conditions for innovation and inward investment.

Case for Culture is not just a list of projects, nor is it simply concerned with new cultural buildings. It is a regional framework for investment over the next 15 years within which the diverse ambitions of individuals, organisations and places can be realised.

Rather than seeing this investment solely as a cost – the Case for Culture shows how investment in culture is an opportunity to create lasting growth. The five aspirations recognise the existing strengths of arts and heritage in our region and the significant progress that has been achieved to date. The region's cultural sector recognises that it needs to do more – to spread the benefits further and deeper, to make a tangible difference for the whole of the North East of England.

The Case for Culture project was led by a Steering Group of the North East Culture Partnership (NECP). The Steering group included representation from the Partnership's board and key agencies including Historic England and Arts Council England. The Case for Culture was formally launched at an event at Durham Castle in July 2015 and at the House of Commons in November 2015.

The full Case for Culture document can be read here: [Case for Culture](#)

### **3. North East Cultural Partnership Board Terms of Reference**

#### **1. About North East Cultural Partnership (NECP)**

- 1.1. NECP brings together practitioners, the local authorities, universities, colleges, businesses and voluntary organisations across the North East of England to champion, promote and support the arts and heritage sectors in the region and beyond.

#### **2. Responsibilities of the NECP Board**

- 2.1. Legal and financial responsibility for NECP, its staff and its activities lies with the Association of North Councils, overseen by its Leaders & Elected Mayors group and by Durham County Council. The NECP Board has only advisory roles in these areas.
- 2.2. The responsibilities of the NECP Board include:
- Ensuring NECP champions, promotes and supports the arts and heritage sectors in the region and beyond and in particular pursues the Case for Culture as its strategy
  - Ensuring that NECP has a clear strategic direction with defined goals and evaluates performance against targets as set out in the Case for Culture
  - Setting, maintaining and refreshing the vision, mission and values of NECP
  - Safeguarding the good name and values of NECP
  - Advising ANEC on matters relating to administration, budgets, staffing and assets (such as the Case for Culture website)
  - Agreeing remits and membership of Sub-groups and monitoring their work

#### **3. Board Membership**

- 3.1. The NECP Board will normally have 24 members, made up of 12 nominated representatives of the Local Authorities in North East England and 12 stakeholder members drawn from the region's five universities, our colleges, the North East Chamber of Commerce, representatives of the sector from across the north east and Historic England, National Lottery Heritage Fund and Arts Council England.
- 3.2. Local authority members will be nominated by each Local Authority and ratified by ANEC's Leaders & Elected Mayors group.
- 3.3. New stakeholder members of the NECP Board will be appointed by ANEC following recruitment and recommendations provided by the Board or a Sub-group.
- 3.4. Board members will be appointed for renewable terms of 3 or 4 years (to allow for some continuity when members step down). Members would normally serve two terms, although a third may be added in exceptional circumstances.
- 3.5. The overall composition of the board will seek to ensure a diversity of views, perspectives and characteristics using the Skill and Representation map (Appendix 1). At least one stakeholder member will be a member of the North East Historic Environment Forum.
- 3.6. The Board may co-opt ad-hoc advisers with time-limited remits when additional skills and expertise are required. Such co-options will be put forward by the Co-chairs.

#### **4. Removal of Board Members**

- 4.1. Members may resign at any time. They may be removed if they behave in breach of the standards and expectations set out in the Role Description or if they are absent for three consecutive meetings without reasonable cause, subject to discussion with the Co-chairs and a resolution by the board.

#### **5. Co-chairs**

- 5.1. NECP will have two Co-Chairs to reflect the partnership between local government and other sectoral stakeholders. One Co-chair will be identified by the ANEC Leaders and Elected Mayors and be drawn from Local Authority members. The other Co-chair will reflect the stakeholder membership of the board, and be nominated/recommended by the Board with final appointment ratified by the ANEC Leaders and Elected Mayors. Each co-chair will serve no more than two terms of three years.

#### **6. Funding Body Observers**

- 6.1. Funders and similar organisations may be given Observer status. Current observers are:
- Arts Council England
  - Historic England
  - National Lottery Heritage Fund
- 6.2. Observers will nominate a senior manager to attend meetings. They will receive all papers except those deemed confidential or business sensitive. They may contribute to meetings and discussions, make presentations, distribute documents at meetings, or engage in other activities as appropriate and approved by the chair, but shall not be entitled to vote.
- 6.3. Observers may be asked not to attend meetings or to leave during discussions where the Co-chairs deem agenda items confidential. Advance notice will be given where possible.

#### **7. NECP Case for Culture Working Group**

- 7.1. This will not be part of the formal governance, but act as an advisory group, sounding board and connection to a greater range of practice than can be included in a Board. The Case for Culture Working Group will draw on the widest possible range of input.

#### **8. Meetings**

- 8.1. The Board meets three times each year and meetings will be held in different parts of the North East. We are able to consider support for freelance practitioners to attend meetings.
- 8.2. Agendas will be developed by staff and Co-chairs. Members may suggest items in advance.
- 8.3. A quorum shall be required for any decisions made at meetings. This will be 8.
- 8.4. Decisions shall be by agreement of a simple majority of attendees. Any member may abstain.
- 8.5. NECP Staff may attend and speak at meetings but shall not be entitled to vote.

#### **9. Working groups**

- 9.1. The Board may make appoint and constitute one or more sub-groups to support its work.
- 9.2. Sub-groups will be chaired by a NECP Board member and will usually include 2-3 members. They may also co-opt non-members to provide additional input as necessary.
- 9.3. Sub-groups will normally develop a written remit describing purpose, members and timescale.

9.4. Sub-groups will provide regular reports to the NECP Board.

9.5. Board members will be expected to contribute to relevant sub-groups and working groups

## **10. Declarations of interest**

10.1. Members must declare potential or perceived conflicts of interest at the start of each meeting. Any declarations will be recorded. At their own request or the Co-chairs' discretion a member or observer with a significant conflict of interest may be excluded from discussion and decision making of relevant agenda items.

#### 4. NECP Governance Framework: Main Powers and Responsibilities

Area	ANEC Leaders & Elected Mayors Group (ANEC)	Durham County Council on behalf of ANEC	NECP Board	NECP Case for Culture Working Group	NECP Sub-groups <sup>1</sup>
<b>Partnership Strategy</b>	Democratic overview of overall strategy via (minimum) annual reports and discussions	-	Determining and reviewing the vision, values and strategy (Case for Culture)  Establishing overall policies and plans to achieve strategic objectives  Agreeing remits and membership of Sub-groups	Informing vision, values and strategy (Case for Culture)  Sharing intelligence, insight and connections  Advocacy for Case for Culture	Informing vision, values and strategy (Case for Culture)  Sharing intelligence, insight and connections  Sharing learning from activity of Sub-groups
<b>Progressing Case for Culture</b>	Oversight of progress via annual reports and monitoring	-	Overall responsibility for approving, developing and monitoring policy	Provide advice and insight to Board  Advocacy for Case for Culture	To lead on individual priorities, developing partnerships, work plans and activity as appropriate.
<b>Board recruitment</b>	Ratification of recommendations of Local Authority members from individual Local Authorities and stakeholder members from Board/Sub-group	-	Agreeing organisations eligible for Observer status  Agreeing process, roles and responsibilities, priority skills for recruitment, succession planning	Promotion of opportunity	Sub-group to lead on periodic recruitment processes and recommend appointments to Board/ANEC LEM
<b>Project development, including fundraising</b>	-	Oversight of finance and procurement where necessary	Approval of Sub-group remits and major projects  Monitoring and strategic direction of work of Sub-groups in pursuit of Case for Culture	Sharing intelligence, insight, and connections  Learning and reflection on NECP contribution to Case for Culture Advocacy for Case for Culture	Developing strategy, priorities and work plan/activity in key areas of NECP's work and partnerships/funding streams to progress them  Monitoring of activity, regular reporting

<sup>1</sup> Actual groups and remits may vary over time, currently focus on C4C.

					Co-opting skilled individuals/representatives
<b>Key strategic/operational matters</b>	Advice and oversight only on major issues with political/local authority implications	Administrative and legal oversight and management functions	Co-chairs provide direction to staff, approving key actions where necessary, but respecting staff roles  Co-chairs to report to Board in urgent actions/decisions taken. Where possible relevant members will be consulted.	-	Sub-Group chairs will be Board members and liaise with Co-chairs on urgent or strategic operational decisions needed
<b>Staffing and HR-related matters</b>	Oversight of activity on basis of reporting of key issues only	No governance role - administrative and legal oversight functions	Board will be consulted/advise on key staffing matters - e.g. structure – but have no direct HR responsibilities	-	-
<b>Legal, procurement and other administrative functions</b>	Oversight of activity on basis of reporting of key issues only	No governance role - administrative and legal oversight functions  Recommendations on legal or other implications of activity	-	-	-
<b>Budget and financial management</b>	Approve annual budget	No governance role - oversight and management functions only (eg budget and cash flow reporting)	Consider annual budget and give recommendations/advice to ANEC	-	Sub-groups will report to Board on activity. They may develop agreements for funding streams and management (eg via an HEI)

## 5. Role Descriptions, Person Specification and Expectations

### 1. Board Members

The NECP Board is not a legally constituted group and does not carry the fiduciary and legal responsibilities of a commercial or charitable board. These are delivered by ANEC, overseen by its Leaders & Elected Mayors group and by Durham County Council. (Specific powers and responsibilities are set out in the NECP Governance Framework.)

#### Duties

The duties of a Board member are as follows:

- Ensuring that NECP champions, promotes and supports the arts and heritage sectors in the region and beyond and in particular pursues the Case for Culture as its strategy
- Ensuring that NECP has a clear strategic direction with defined goals and evaluates performance against targets as set out in the Case for Culture
- Setting and maintaining the vision, mission and values of NECP
- Safeguarding the good name and values of NECP
- Advising ANEC on matters relating to the effective and efficient administration of the organisation, including appropriate policies and procedures
- Advisory oversight of resources, including money, people and assets (such as the Case for Culture)
- Sharing intelligence, insight and connections to inform strategy and delivery of the Case for Culture
- To advocate for NECP, the Case for Culture and the arts and heritage sectors
- Attendance at quarterly Board meetings

In addition, each trustee should use any specific skills, knowledge or experience to help the board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, providing advice on initiatives, making introductions or advocating on behalf of NECP or culture more generally. Members may also be involved in Sub-groups.

#### Person specification and expectations

Members will demonstrate:

- A commitment to culture and heritage in the North East
- Willingness and ability to devote the necessary time and effort to the role, including regular attendance at meetings
- Strategic vision and analysis
- Good, independent judgement
- An ability to think creatively
- A willingness to speak their mind
- An understanding of their role as a Board member
- An ability to work effectively as a member of a team
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Board members will be appointed for renewable terms of 3 or 4 years (to allow for some continuity when members step down). Members would normally serve two terms, although a third may be added in exceptional circumstances. Membership is voluntary and unpaid, and held on a personal individual basis rather than by organisations or groups, except where stated.

## **2. Co-chairs**

NECP has two Co-Chairs to reflect the partnership between local government and other sectoral stakeholders. One Co-chair will be identified by the ANEC Leaders and Elected Mayors and be drawn from the elected members on the Board. The other Co-chair will reflect the cultural sector, business or community membership of the board, and be nominated/recommended by the Board with final appointment ratified by the ANEC Leaders and Elected Mayors. Each co-chair will serve no more than two terms of three years.

In addition to the general responsibilities of a trustee, duties of the Co-chairs include

- Providing leadership to NECP and the board by ensuring that everyone remains focused on the delivery of the Case for Culture
- Chairing and facilitating board meetings
- Giving direction to board policy-making
- Checking that decisions taken at meetings are implemented
- Representing the organisation at functions and meetings, and acting as a spokesperson as appropriate
- Bringing impartiality and objectivity to decision-making

The Co-chairs will work closely with the staff of NECP on

- Planning the annual cycle of board meetings
- Setting agendas for board and other meetings
- Developing the board including induction and succession planning
- Addressing any issues within the board or NECP

The Co-chairs will also

- Liaise with NECP staff to keep an overview of the organisation's affairs and to provide support as appropriate
- Lead the process of supporting staff
- Sitting on appointment and disciplinary panels

### **Person specification and expectations**

In addition to what is expected of a trustee, a Co-chair should demonstrate:

- Leadership skills
- Experience of committee work
- Tact and diplomacy
- Good communication and interpersonal skills
- Impartiality, fairness and the ability to respect confidences.

## 6. Skills and Representation Map

The following is a map of the key skills and interests the Board of NECP seeks to represent. It is neither exclusive nor exhaustive, not does it intend to suggest individuals will only bring or represent one aspect. In recruiting the Board will seek to cover as broad a range and diversity of skills as possible. This skills map shows how some have particular relevance to areas of the Case for Culture, although all skills are relevant across the work of NECP.

County Durham	Darlington	Gateshead	Hartlepool	<i>Local authority/ geographical coverage*</i>
Middlesbrough	Newcastle-upon-Tyne	North Tyneside	Northumberland	
Redcar & Cleveland	South Tyneside	Stockton-on-Tees	Sunderland	
Museum	Archives	Heritage	Theatre	<i>Participation &amp; reach, collaboration: diversity of input</i>
Music	Creative Industries	Digital	Media Arts	
Combined Arts	Literature	Film	Dance	
Producers	Freelancers	Individual artists	Participation	
Strategic skills	National influence	BME communities	Rural	<i>Socio economic diversity</i>
Gender balance	LGBT	Deaf/ Disabled people	Older people	
Schools/ education	Children & Young People	Arts work with CYP		<i>Children &amp; Young People</i>
Fundraising	HE	FE	Training providers	<i>Talent &amp; Progression</i>
Emerging artists/ companies	International	Commercial	Marketing	
North East Combined Authority	Tees Valley Combined Authority	LEPs	Business	<i>Economic Value</i>
Amateur Arts and Heritage	Socially-engaged arts	Community groups	Voluntary Sector	<i>Distinctiveness and innovation</i>
Venue-based	Festivals	Health	Housing	<i>Crafts</i>

\* Each local authority will nominate an elected member or in some circumstances a senior officer, ratified through the ANEC Leaders and Elected Mayors group. At least one stakeholder member will be a member of the North East Historic Environment Forum. In addition, a good geographical spread among other members is desirable.

## 7. Recruitment Process and Timetable

We are looking for people who can bring exceptional skills, expertise and networks to the work of NECP. In this round of recruitment we are especially keen to

- appoint people who can help NECP progress the Case for Culture as a whole
- achieve a greater balance and cultural diversity on the Board, especially in terms of gender, ethnicity, disability and age
- involve people who bring perspectives of individual cultural and heritage practitioners, artists and producers or small organisations

Applicants should provide:

- A letter of no more than 2 pages setting out their interest in the role, how they meet the person specification and what skills or experiences they can contribute.
- A current CV of no more than 3 pages
- A completed equality monitoring form (NB: this will not be used to assess applications.)
- If you would like to apply using other media, then please send a link to a sound file or video (up to 5mins)

**Please contact [matthew.jarratt@neculturepartnership.co.uk](mailto:matthew.jarratt@neculturepartnership.co.uk)**

if you would like to discuss this opportunity.

**Applications should be sent by email to [matthew.jarratt@neculturepartnership.co.uk](mailto:matthew.jarratt@neculturepartnership.co.uk)**

**Please send letter and CV as a single PDF file wherever possible.**

**Deadline for application: 5pm, Monday 8 July 2019**

Shortlisting will take place in July and we may hold informal interviews during week commencing 15h July - please indicate when applying if you would **not** be available on this date.

Induction meetings will be offered, and new Board members would be expected to take up their positions at the October 17<sup>th</sup> Board Meeting,

## **Equality and diversity monitoring form**

The information we ask for below is used solely for monitoring purposes. It is not used for other purposes nor shared with other organisations.

If you don't wish to provide this information, please tick the 'prefer not to say' boxes.

### **Gender: which of these would you use to describe yourself?**

- Prefer not to say
- Male
- Female
- Prefer to self-describe: \_\_\_\_\_

### **Which of these best describes your ethnicity?**

- Prefer not to say
- White – British
- White – other
- Asian, Asian British
- Chinese
- Mixed/ Multiple ethnic groups
- Black/ African/ Caribbean/ Black British
- Arab
- Other ethnic group
- Prefer to self-describe: \_\_\_\_\_

### **Do you consider yourself to be disabled?**

- Prefer not to say
- Yes
- No

### **Age: please indicate your age**

- 0-19
- 19-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or over

### **Which of these would you use to describe your sexuality?**

- Prefer not to say
- Heterosexual or Straight
- Gay or Lesbian
- Bisexual
- Other
- Prefer to self-describe: \_\_\_\_\_