



## TERMS OF REFERENCE

<b>Version</b>	<b>Changes</b>	<b>Author</b>	<b>Date</b>
1.1	Original	CCB	14/05/19
1.2	Revised	RG/AW/AL	31/10/22
1.3	Revised post board meeting	RG / AW / AL	24/11/22
1.4	Revised with Subgroup amendments	AL	12/01/23
1.5	Final Draft for approval @ board (09/02)	RG/AL	26/01/23

## 1. WHAT THE BOARD WILL DO

### The aim of the board is:

To set and deliver a cultural strategy for Cheltenham which makes demonstrable progress towards the Board's longer-term vision for the town:

*Cheltenham is a vibrant place and cultural destination where the fusion of arts, digital and heritage innovation fosters creative and inclusive communities where everyone has the chance to thrive*

### The board will achieve this aim through:

Creating a truly representative membership structure ensuring that a diverse range of cultural and community voices are heard

Building a strong and supportive alliance across Cheltenham's cultural and creative communities to aid communication, collaboration and capacity-building

Advocating for the central role of the creative and cultural sector in the town's economic and social future

Developing a shared leadership model to increase cultural capacity and ambition, and support Cheltenham's cultural ecology

Leveraging funding to deliver the agreed strategy

Commissioning, and analysing relevant data to inform its approach including audience data; community feedback and impact studies.

Cooperative relationship with [Cheltenham Economic Advisory Board](#) to support the link between culture, economy and inward investment.

### The board's values will underpin everything we do. The board will be:

- Supportive and collaborative in our work in order to drive forward the vision.
- Open to constructive challenge and discussion
- Accountable for the decisions it takes
- Outcomes orientated
- Environmentally aware doing all it can to minimise its impact on emissions and the on the wider environment
- Proactive in promoting inclusion and diversity across all its activities

The Culture Board is voluntary apart from the part-time Culture Board Facilitator role which is funded in 2023 by Cheltenham Borough Council. The Board is non-hierarchical although leadership is provided by a nominated Chair. Additional place-based funding may be sought in order to achieve the outcomes of the Strategy. This will be led by the most obvious organisation/individual and specific to the project, and devolved accordingly.

## **2. STRUCTURES AND ROLES – HOW THE BOARD WILL ORGANISE ITSELF TO DELIVER ITS AIM**

The board will create a representative membership structure ensuring that a diverse range of cultural and community voices are heard

In building this representative structure, it will draw together representatives with a diverse range of skills, knowledge and expertise to give their perspective in areas of culture, business, community and academia.

This will be achieved through setting up a number of board sub-groups. These sub-groups will help build a broader alliance and ensure delivery of the strategy alongside providing additional perspectives that will complement the work of the board.

It is also important that the board looks beyond its core membership and has an active relationship with other key stakeholders.

**Annex 1** lists current board membership

**Annex 2** lists current composition and membership of CCB Sub Groups

### **Expectations**

Board members will be expected to

- Provide valuable insight into the cultural issues affecting Cheltenham, as well as identifying best practice and learning from the wider sector.
- Give voice to the specific sector or organisation that they represent. They are a point of contact, an ambassador, an agent for inclusion, a bridge-builder, and a catalyst for action within their sector.
- Share the values of the board
- Send a well-briefed deputy if they are unable to attend a partnership meeting
- Be accountable for any actions that they agree to undertake on behalf of the partnership
- Attend a healthy proportion of meetings

### **Action planning**

The Board will develop an action plan that will set out how the Board will deliver against its agreed cultural strategy in order that the Board can demonstrate that it is making progress towards the Board's longer-term vision for the town.

The action plan, which will be refreshed on an annual basis, will set out what actions will be taken under each of the objectives and shared commitments. The actions will be identified for those to be taken in the next year, in the medium term and in the longer term.

The plan will also identify which person / organisation is responsible for the action and a timescale.

Progress against the action plan will be monitored via Board meetings at which those that are accountable for actions will be asked to supply updates.

**Chairing arrangements**

Ali Mawle CEO, Cheltenham Festival has agreed to be the initial Chair for an interim period until the strategy is agreed.

Following the agreement of the strategy, it is proposed that the chair is elected from partnership members and is then re-elected every 3 years

**Culture Board Co-ordinator role**

If funds permit, the board will appoint a co-ordinator. The purpose of the role is to support Cheltenham Culture Board shape its strategy and foster a truly collaborative approach to its successful implementation - engaging with a wide range of partners, making connections, identifying opportunities and securing resources and funding.

**3. MEETINGS & COMMUNICATION**

Meetings shall be held at least six times a year. Additional meetings may be called as required.

The agenda and minutes will be circulated within a reasonable timescale for members; internal communication will be through email correspondence and external communication will be shared as appropriate to the needs of the board.

Supporting the Board will be relevant sub groups focussed on operational delivery and are detailed in Annex 2

The board is not a decision-making body, however where decisions are required to progress the outcomes of CCB, this will be reached by a simple majority of voting members present.

If decisions are required, the board will need to be quorate, and a quorum will consist of at least half the number of members of CCB.

The Chair will be responsible for establishing meeting dates, agendas and attendance.

In addition, any board member may request a meeting, giving appropriate details and notice to members.

Draft notes and actions of each meeting will be circulated promptly to members for comment. The Chair will agree final notes and actions.

**Reporting**

The Board shall, at least once a year, review its own performance and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the members for approval. Once approved these will be made available to the public.

## CONFIDENTIALITY AND CONFLICTS OF INTEREST

Members of the Board are subject to a duty of confidentiality and a duty to avoid conflicts of interest, in particular the exploitation of any property, information or opportunity.

Members are required to declare any conflict of interest in respect of relevant business interests, other appointments or connections with commercial bodies. The declaration is required on appointment and at any time during the execution of the board business, where a conflict of interest may arise.

If any member believes there is a conflict of interest, the relevant member will recuse themselves from relevant meetings for as long as is appropriate, at the discretion of the Chair.

## APPENDIX 1 MEMBERSHIP

Current Membership of the Board

### Key cultural sectors:

Festivals representatives	Anna Saunders
Visual arts representatives	Niki Whitfield and Sarah Bowden
Heritage representatives	Hilary Simpson and Laura Kinnear
Theatres / performing arts representatives	Paul Milton and Kieron Milsom
Music representatives	Shivan Mistry
Cross-cutting	Louise Bardgett and Sue Silcock
Tech representative	Reid Derby
Sustainability	Via Co-ordinator

### Key organisations

GCC Libraries	Andy Shapcott
Cheltenham Trust	Lisa Edgar
CF	Ali Mawle
Cheltenham BID	Heath Gunter
Marketing Cheltenham	Helen Mole
Chamber of Commerce	Claire Thayers

### Voices of the community

Elected VCS representative	Andy Hayes
Young person representative	TBA
Equitable futures representative	Florence Nyasamo-Thomas
CBC elected representative	Cllr. Max Wilkinson

### Education

HE representative	Jackie Labbe – Glos Uni
Secondary Schools rep	David Evans Via Chelt Ed Partnership

Primary Schools rep	TBA Via Chelt Learning Partnership
---------------------	------------------------------------

**Facilitation / Support**

CBC	Richard Gibson
Co-ordinator	Andrew Lansley

**The membership will be reviewed periodically, determined by a timescale agreed by the board, and relevant to the strategic direction of the Culture Board.**

## ANNEX 2

## Current Membership of CCB Subgroups (as of 12/01/23)

Subgroup	Members	Role
Festivals	Anna Saunders <b>(Chair)</b>	Cheltenham Poetry Festival
	Ali Mawle	Cheltenham Festivals
	Graeme Merifield	Wychwood Festival
	Florence Nyasamo-Thomas	Lives of Colour Culture Fest
	Fiona Crouch	Performing Arts
	Andy Davies	Cheltenham Paint Festival
	Leslie Sheldon	Cheltenham Film Festival
Visual Arts	Louise Bardgett	Create Gloucestershire
	Florence Nyasamo Thomas	Lives of Colour
	Niki Whitfield	Cheltenham Open Studios
	Sarah Bowden	Curator, Hardwick Gallery
	Oliver Tipper/Lisa Edgar/Megan Humphries	Cheltenham Trust
Heritage	Hilary Simpson <b>(Chair)</b>	
	Laura Kinnear	Holst Victorian Society
	Caroline Waller	The Wilson
	Andrew Booton	Cheltenham Civic Society
	David Elder	Chelt. Local History Society
	Lisa Edgar	Cheltenham Trust
Music	Shivan Mistry <b>(Chair)</b>	The MusicWorks
	Tom Cleaver	Frog & Fiddle
	Michael Duffy	Cheltenham Festivals
	Liv Hudson Haddoway	Artist/Promoter
	Joe Barton	Independent Promoter
	Keanan	Artist
	Rachel Waters	Gloucestershire Music
Equitable Futures	Florence Nyasamo Thomas <b>(Chair)</b>	Lives of Colour
	Lucy Kalindawalo	CARE
	Naomi Ngosa	
	Lauren	GCHQ
Theatre/Performing Arts	Paul Milton	Everyman
	Kieron Milson	Playhouse
	Louise Bargett	Create Glos
	TBC	Chelt Com Choir
	TBC	Savoyards/CODS
	TBC	Phoenix Dance
	TBC	Leckhampton?
Tech	Reid Derby <b>(Chair)</b>	Golden Valley
	Hannah Brady	Squid Soup
	Devon Geary	CBI
	Illyana Mullins	Hub8
	Emma Whittle	Cheltenham Festivals
		Growth Hub

<b>Sustainability</b>	Andrew Lansley	Various (chair)
	Raechel Kelly	Planet Cheltenham / Vision21
	Becki Sillence	Cheltenham Zero
	TBC	Youth Network
	TBC	EF subgroup /CARE

<b>Feed in organisations with existing nomination processes</b>	
Sue Silcock	Cheltenham Arts Council
Andy Hayes	VCS
David Evans	CEP
Louise Bardgett	Create Gloucestershire
Various	Cheltenham Trust
Ali Mawle	Cheltenham Festivals & representative of Cheltenham Economic Advisory Board)
Andy Shapcott	Gloucestershire Libraries
Heath Gunter	Cheltenham BID