



Image credit: James Bass, Dominoes, 2022

NORFOLK NSM NORWICH FESTIVAL

**Chair of the Board
of Trustees
Recruitment Information**

Dear Applicant

Thank you for your interest in the role of Chair of the Board of Trustees with Norfolk & Norwich Festival Trust (NNF).

Norfolk & Norwich Festival shares exceptional arts experiences across East Anglia. We lead and support celebration, creativity and curiosity in our community to make our part of the world a great place to live, learn, work and play.

The role of Chair is an exciting opportunity to lead Norfolk & Norwich Festival's Board of Trustees and contribute to the ongoing success of the organisation. Brenda Arthur is stepping down from the role after eight years. Brenda has been an outstanding Chair, not only leading the organisation through the challenges of the pandemic but also playing a key role in our move to Norwich Guildhall and helping us evolve our organisation to be more rooted in our community.

This recruitment pack provides detail of the role, information about our organisation, explanation of how to submit an expression of interest and a schedule for recruitment.

We value diversity and difference and wish to represent the full diversity of our community when recruiting to the Board of Trustees. We acknowledge that people from certain backgrounds are under-represented on charity boards, and we want to address this. We are therefore keen to encourage expressions of interest from people who identify as disabled, people from culturally diverse backgrounds and people from low socio-economic backgrounds.

If you are interested in the role, I encourage you to contact me for an informal discussion. I can be contacted through the NNF Office Manager, Sava Radulovic on - sava.radulovic@nnfestival.org.uk. Sava is also able to assist if you have access requirements, such as requesting this information in large print.

Best wishes,
Corrienne Peasgood OBE

Trustee,
On behalf of Norfolk & Norwich Festival
Board of Trustees



An introduction from our Artistic Director & Chief Executive



As Artistic Director and Chief Executive of Norfolk & Norwich Festival it is a privilege to lead the team in a fantastic organisation with a long history and a bright future. I joined at the start of 2018 and since then we've adapted to the circumstances of the pandemic but also made a big splash with the celebration of our 250th anniversary.

It has been rewarding to work with the Board and especially Brenda Arthur as Chair, we've met challenges as they have arisen and planned for the future. We've achieved a lot in recent years – alongside great artistic programmes we've moved to the Guildhall, built our expertise around ticketing and data, and managed a smooth transition from Festival Bridge to Festival Connect & Create. There are also many less obvious achievements such as increasing the diversity of both our programme and Board.

I'm looking forward to working in partnership with a new Chair as we look to the future. Planning for the next round of Arts Council England National Portfolio Organisation funding will be underway by the beginning of 2025 and the Board and staff will work together to shape our future vision and actions. This will be particularly challenging in the current financial climate where costs are rising and income opportunities harder to identify. But I'm positive about the future of our organisation as we continue to champion world-class arts as well as making meaningful contributions to our communities.

Daniel Brine

Artistic Director & Chief Executive



Norfolk & Norwich Festival

Norfolk & Norwich Festival (NNF) shares exceptional arts experiences across East Anglia. We lead and support celebration, creativity and curiosity in our community to make our part of the world a great place to live, learn, work and play.

Norfolk & Norwich Festival takes place in Norwich and around Norfolk each May. The Festival programme is multi-artform, contemporary, international and audience centred. The Festival is distinctive because we collaborate with artists – from down the road and around the world – to explore the unique physical and cultural identities of our place and to make art which is meaningful to the lives of our audiences.

Festival Connect & Create (FC&C) is the Festival's creativity and cultural participation initiative for children and young people and their communities. We work with educators, artists, and young people to improve the cultural offer for children and young people. Our place-based collaborations give local communities a creative focus and contribute to social renewal. FC&C is a year-round initiative across East Anglia: Norfolk, Suffolk, Cambridgeshire and Peterborough.

Norfolk & Norwich Festival is an Arts Council England National Portfolio Organisation and financially assisted by Norwich City Council and Norfolk County Council. We also earn income from ticket sales, trust and foundation grants, sponsorship and donations from individuals. Our annual turnover is around £2.2 million.

In 2015 Norfolk and Norwich Festival Trust became a Charitable Incorporated Organisation. Registered with the Charity Commission, it also has a trading subsidiary for its commercial activity which gifts its proceeds to the Trust. Accounts and Trustees' Annual Reports for the past five years can be found [here](#).

We currently have a core team of 27 (21.35 FTEs) staff, but our numbers swell with a further 70 casual staff and over 150 volunteers during Festival time.

In November 2021 we relocated our office to the Grade 1 Listed Norwich Guildhall placing us in a significant heritage building in the very heart of the City.

nffestival.org.uk



NORFOLK
NORWICH
FESTIVAL

Our **CORE VALUES** underpin all of our work. Our values are to be:

CREATIVE - We champion artistic excellence and value creativity in everyone.

CURIOUS - We explore and reflect the changing social and physical contexts in which we live.

INCLUSIVE - We are respectful of the diversity and difference of people and their views and values.

COLLABORATIVE - We work with artists, communities, peers, partners and stakeholders to achieve common goals.

STRATEGIC - We balance artistic and social ambition with a sustainable business.

All of our work is informed by our **PROGRAMME PRINCIPLES:**

- **Art relevant to today**, blurring the boundaries between artforms and between art and everyday life.
- **'Festival spirit'** which we bring to our work to celebrate, to share cultural experiences and to bring our community together.
- **Questions and actions about a Social Responsibility** with a focus on: Equality, diversity and inclusion; placemaking; and environmental sustainability.



Norfolk & Norwich Festival
GOALS:

- To have more people experience and value the arts.
- To hold a unique and distinctive arts festival, which supports creative practice and is valued by audiences.
- To be a champion for excellence in our cultural offer for children and young people.
- To be embedded in Norfolk and Norwich and to extend our reach and influence across East Anglia and beyond.
- To be socially responsible, committed to questions and actions about a changing world.
- To have a stable and adaptive business structure with diverse income streams.



The role of the Chair of the Board of Trustees



The Chair:

Specific roles include to:

- Leads the Board of NNF, ensuring that the Board fulfills its responsibilities for the governance of NNF and functions effectively.
- Works in partnership with the Artistic Director & Chief Executive, and the General Manager ("The Executive"), supporting them to achieve the aims of NNF.
- Optimises the relationship between the Board and the staff.
- Work with the Executive to plan the annual cycle of and set the agendas for Board meetings and to give direction to strategy review and policy making.
- Chair and facilitate Board meetings.
- Involve all Board Members and ensure everyone has a chance to contribute.
- Bring impartiality, objectivity and clarity to decision making.
- Monitor that decisions taken at Board meetings are implemented.
- Maintain a high profile and take a lead-ing role in the public representation of and advocacy for NNF.
- Lead the process of appraising the performance of the Artistic Director & Chief Executive.
- Sit in on Executive appointment and disciplinary panels as relevant.
- Liaise with the Executive to keep an overview of NNF's work, to provide support as appropriate and to develop the Board.
- Facilitate change and address any conflict(s) within the Board and/or NNF.

The role of the Chair of the Board of Trustees



Time commitment:

- Board meetings take place every quarter.
- Trustees hold up to two half-day planning meetings each year.
- The current Chair is a member of both the Finance and Development subcommittees. While it is anticipated the incoming Chair will be a member of the Finance Subcommittee, it is not an essential requirement for the Chair to also attend Development Committee meetings. Subcommittees meet four to five times a year.
- 1:1 meetings with the Artistic Director & Chief Executive take place every four to six weeks.
- The current Chair holds annual 1:1 meetings with all other Trustees. Continuation of these meetings is at the discretion of the incoming Chair.
- There are three key events throughout the year at which the Chair presents - the autumn Corporate Breakfast, attended by sponsors and prospective sponsors, the Festival Programme Launch in February and the Festival Opening Reception in May both attended by sponsors, supporters and partners. Other events happen throughout the year to which the Chair is invited.

The Board of Trustees

Trustees take an active role in setting the strategic direction of the organisation and ensure its management and administration meet legal and charitable requirements.

We seek a balance of experience, skills and knowledge across our board of up to twelve Trustees, including people with expertise in and understanding of:

- Arts
- Business
- Charity
- Community
- Creative education
- Diversity and difference
- Digital and/or creative industries
- Finance
- Fundraising
- Legal

Details of current Trustees are listed on our website [here](#)

Trustee person specification



Essential requirements of a Trustee are:

- A genuine interest in the work of the Trust and empathy with its goals.
- Commitment to equality.
- Willingness to devote necessary time, including attending events as well as meetings.
- Eligibility to be a Trustee and Director.
- Ability to maintain confidentiality.

Skills Trustees might bring include:

- Ability to collectively discuss and set the strategic direction of the Trust.
- Capacity to communicate clearly and sensitively.
- Willingness and ability to constructively challenge the Executive team.
- Willingness to act as ambassador and advocate for the Trust.

The Board of Trustees

Trustee term of appointment:

Trustees serve up to two terms of three years, with the Chair renewable for a further third term.

Nature of appointment:

The role of Trustee is voluntary and unpaid. Expenses, such as travel costs, are reimbursed. We are also able to cover costs for a support worker should you need one to enable you to attend board meetings or apply for this position.

Further information on the role of trustees is available from the [Charity Commission](#)

Trustee duties



Statutory duties of a Trustee:

- Ensure the Trust carries out its purposes for the public benefit.
- Ensure the Trust complies with the Trust's governing document and the law.
- Act in the charity's best interests.
- Ensure the Trust manages resources responsibly.
- Act with reasonable care and skill.
- Ensure the charity is accountable.

Trustees are asked to:

- Take part in four or five board meetings a year.
- Scrutinise Board papers.
- Act as an advocate and ambassador for the Trust.
- Volunteer to join relevant committees of the Trust.
- Attend performances and events during the Festival and over the year.
- Support fundraising for the Trust throughout the year.
- Attend other events which increase their knowledge and understanding of the organisation and further its activities.
- Be a Director of the trading subsidiary, the limited company, Norfolk and Norwich Festival Limited.
- Declare any potential conflict of interest and absent themselves from discussions as appropriate.



The Organisation



Staff team

Appointed in January 2018, Daniel Brine leads the organisation as Artistic Director and Chief Executive. He is supported by Brenda Seymour, appointed in November 2019, as part time General Manager who focuses on organisational development and management.

The staff structure is split into teams: Executive & Finance; Production & Programme; Communication & Development; and Festival Connect & Create.

The staff team is made up of 22 permanent posts of which 10 are contracted part time - equating to 18.85 full time equivalent posts. A further five temporary staff join each January on six-month fixed term contracts. Each Festival we engage over 70 casual staff including technicians, event managers, bar and box office staff. Each year up to 150 volunteers provide over 2,000 hours of assistance.

Norfolk & Norwich Festival is a Real Living Wage Employer.

Specialist services

As the business develops, we will consider if there are parts of our operation which would benefit from engaging external expertise. Currently we engage external IT, public relations and human resources specialists.

Financial Management

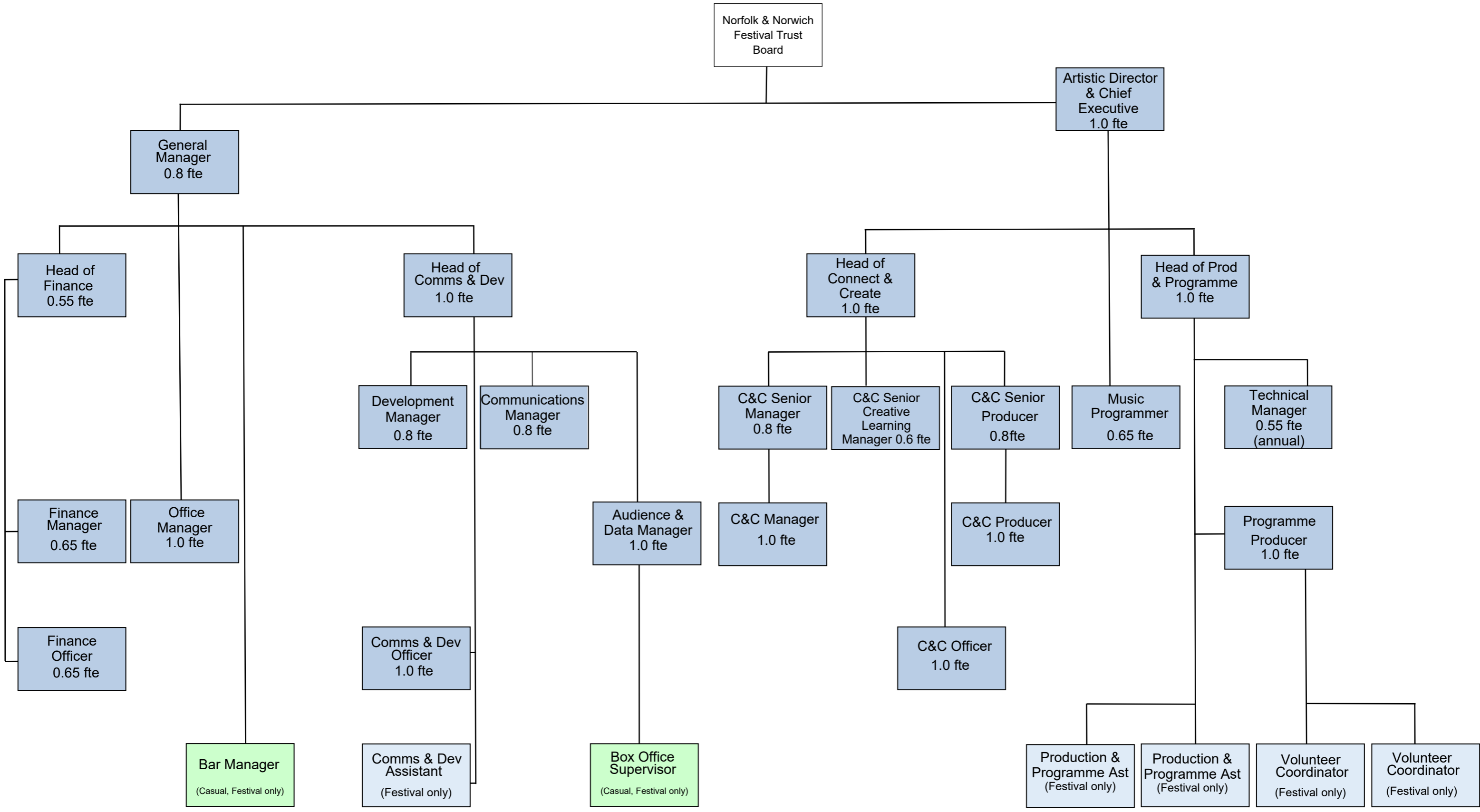
Our organisation is formally structured in two parts: Norfolk and Norwich Festival Trust (A Charitable Incorporated Organisation) and Norfolk and Norwich Festival Limited, a separate trading subsidiary company. Each year any profits from the trading arm are gifted to the charity. The Trustees for the Trust are also the Directors for the trading subsidiary.

The finances of the organisation are managed by a finance team of three part-time staff and overseen by the General Manager. Finances are reported to the Board through a Finance Subcommittee chaired by Christopher Yeates.

Our financial year runs from January to December, as this is optimal for accounting for our May festival. We report to Arts Council England on the basis of an April to March financial year. Budgets are set in line with our 1 January - 31 December financial reporting year. The annual budget is set at the end of the preceding year and approved by the Finance Subcommittee and then the full Board of Trustees. We run quarterly reconciliation of management accounts, with reforecasting in July and September. These are presented to the Finance Subcommittee which give detailed scrutiny of the figures before presentation to the full Board of Trustees

The Risk Register is updated quarterly and scrutinised by the Finance Subcommittee ahead of presentation to the full Board of Trustees. The register includes a heat map to highlight, for discussion, the highest inherent and residual risks.

Norfolk & Norwich Festival Organisation Line Management Structure



Casual Festival Contracts
variable
Technical crew, bar staff, event managers, box office, publicity team, security, Spiegeltent front of house, etc.

DNS
IT Support

HR Dept
(Freelancer/
Agency)

David Caines
(Freelancer/
Agency)

Bread and Butter PR
(Freelancer/
Agency)

Programme
Partner:
National Centre
for Writing

The Organisation

A home for NNF

In November 2021 Norfolk & Norwich Festival relocated to the Norwich Guildhall. This move has placed the Festival at the physical heart of the city and gives us a greater visible presence year-round. Our long-term vision is for the Guildhall to be a space shared by cultural and heritage organisations. As well as housing our office and box office it is a hive of activity with flexible shared desks and an open and collegiate approach to the meeting rooms as well as the hub of the annual festival.

As a Grade One Listed Building and England's largest and most elaborate provincial medieval city hall, the building is of major heritage significance. Since we moved in we have undertaken work to make a large part of the ground floor physically accessible. Its heritage status and eccentricity mean these developments do not come without challenge. While these works have enabled us to relocate to a more accessible building it is likely that much further down the track a second phase of work will be required to further improve access and the way we operate from the building. This phase will require fundraising in partnership with Norwich City Council.





JEARY

MUSIC FESTIVAL

ST ANDREW'S HALL, NORWICH

OCTOBER 6th, 7th, 8th & 9th 1906
SERIES OF FREE PERFORMANCES BY ST ALLEN S.C.
MR. ALBANI MR. EDWARD LLOYD
MR. DEYON JAR MR. DONALD SMYTH
MR. ELLA MURSELL MR. BEN DAVIES
MR. KATHARINE FISH MR. WATKIN WILLS
MR. SARAH BERRY MR. J. BIRCHALL
TENOR MR. TIVADAR NACHEZ

CONDUCTOR: MR. ALBERTO RANDegger

JEPHTHA
THE ROSE OF SHARON

FRIDOLIN
SELECT PAIR OF SONGS
NEW VIOLIN CONCERTS IN D MINOR

ELIJAH
HERO & LEANDER

THE REDEMPTION
LOHENGRIIN
PHAUDRIC CROHOORE
SUITE IN D MINOR

STICK NO BILLS

Image courtesy of Norfolk County Council. St Andrew's Hall

History



Norfolk & Norwich Festival has a long history as a celebration of community identity and aspiration. Founded in 1772 as a fundraising event for the Norfolk & Norwich Hospital it has been at the cultural heart of Norfolk ever since. While the world we live in and artistic practices have changed over time, we hold true to the central commitment of the first events: to celebrate, to share cultural experiences and to bring our community together.

One of the oldest festival's in the UK, the first fund-raising concert was held in Norwich Cathedral. This concert became an annual event and in 1788 a four-day Grand Music Festival was mounted, using St Peter Mancroft Church and St Andrew's Hall. It consisted primarily of oratorios and other large scale choral works performed by the Norwich Festival Chorus.

In 1824 the Festival became the Norfolk & Norwich Triennial. The Triennial continued for almost one hundred years presenting a programme of concerts in St Andrew's Hall.

The Triennial Festival continued to develop a reputation in the early twentieth century as a world-class music festival and saw the premières of significant classical works including Edward Elgar's *Sea Pictures* in 1899, E J Moeran's *Rhapsody No. 2* for the 1924 centenary concert (based on a Norfolk folksong), Ralph Vaughan Williams's *Job: A Masque for Dancing* in 1930 and Benjamin Britten's *Our Hunting Fathers* in 1936. It also attracted prestigious music directors including Sir Henry Wood, Sir Thomas Beecham, Sir Malcolm Sargent, and Vernon Handley.

The Festival became an annual event in 1989 and under the direction of Marcus Davey (currently director of The Roundhouse) the scope of the Festival was changed from classical music to cater for a larger variety of music, theatre, dance and visual arts. As part of the widening of the Festival's scope, a new art initiative called the 'Norfolk & Norwich Festival Visual Arts Week' was begun in 1994, which has now evolved into Norfolk Open Studios.

Since becoming an annual event, the Festival has established itself as the flagship arts festival for the East of England and one of the UK's largest multi-art form festivals. We became a registered Charity in 2016.

In recent years high profile international projects have included: Genevieve Lacey's *Pleasure Garden* (2019); Circa's *What Will Have Been* (2015); Strijbos & Van Rijswijk's *Walk With Me* (2016); and Philip Glass and Laurie Anderson (2017).

We have a national reputation for the commissioning of new work including: Javaad Alipoor's *Rich Kids* (2020); Hoipolloi's *The Ladder* (2019); Improbable's *The Paper Man* (2018); Luke Wright's *Frankie Vah* (2017); The Voice Project's *The Arms of Sleep* (2017); Kemal Yusuf for the Festival Chorus and Bournemouth Symphony Orchestra (2016); WildWorks' *Wolf's Child* (2015); and Curious Directive's *Pioneer* (2014).

History



Increasingly, work sited in public spaces and engaging audiences in new ways have been at the heart of the Festival including Johannes Bellinkx's *Reverse* (2019); Luke Jerram's *Museum of the Moon* (2017); Brendan Walker's *VR Playground* (2017); Willi Dorner's *Fitting* (2015); Olivier Grosstete's *The People's Tower* (2014), and Hillary Westlake's *Dining with Alice* (2011).

We aim to develop distinct projects with engagement for young people and stand out projects have included: Andy Field and Beckie Darlington's *News News News* (2019) working with students of the Norwich Primary Academy; and *Wild Life* (2016) with Campo (Ghent, Belgium) and the cast of 11 young singer-songwriters (aged 15 – 22).

From 2002, Norfolk & Norwich Festival was one of 25 organisations around the UK delivering Creative Partnerships, building sustainable learning partnerships between schools, creative and cultural organisations, and creative professionals. At the end of Creative Partnerships, Norfolk & Norwich Festival established Festival Bridge –

one of ten National Bridge Organisations supported by Arts Council England. Between April 2012 and March 2023 Norfolk & Norwich Festival held two Arts Council England National Portfolio Organisation (NPO) funding agreements – one for the Festival and one for Festival Bridge. The national Bridge initiative ended in March 2023 and Festival Bridge wrapped-up at the same time. From April 2023 our grants were consolidated and we launched Festival Connect & Create, a new initiative to support life-long creative engagement with a focus to improve the cultural offer for children and young people.

In 2021 we published Rob Mitchell's *Festival for a Fine City, 250 Years of the Norfolk & Norwich Festival*. The publication places the history of the Festival within a social context and focuses on the role of the Festival as a commissioner of new work. The publication helped set the tone for the 2022 Festival which marked 250 years since the first event.

nrfestival.org.uk/about-us/

Recruitment timeline



We encourage you to attend the Festival in May 2024 and seek out Trustees and Executive Team members.

How to apply

To express interest in the role please send, by **12 noon on Monday 10 June**, a brief written or recorded (sound or film) statement outlining your suitability for the role of Chair of the Board of Trustees along with a biography or CV to indicate the skills and experience you would bring to the organisation.

Please send to:

sava.radulovic@nnfestival.org.uk

or to:
Sava Radulovic
Norfolk & Norwich Festival
The Guildhall
Gaul Hill
Norwich
NR2 1JS

10 June 2024

Deadline for applications

W/C 17 June 2024

Shortlisting by the Recruitment Committee to take place

28 June 2024

Shortlisted applicants to be notified

1-17 July 2024

Shortlisted applicants to meet Artistic Director & Chief Executive and General Manager

18 and 19 July 2024

Interviews to take place

Monday 29 July 2024

The Board of Trustees to meet to ratify the Recruitment Committee's recommendation

September 2024

Appointment to be announced publicly

14 October 2024

New Chair in place