

## **Terms of Reference**

### **Guildhall and Creative Hub Community & Stakeholder Group**

#### **Guildhall and Creative Hub Advisory Group**

*Guildhall Creative: Where the future of arts, culture, technology starts in King's Lynn*

#### **Background**

The King's Lynn Town Deal Board (KLTDDB) was established in 2020 to develop a Town Investment Plan to secure a 'Town Deal' of up to £25m from Government. Town Deals represent a locally agreed set of 'interventions' that will result in economic productivity through urban regeneration, planning and land use, skills and enterprise infrastructure and connectivity. The KLTDDB agreed set of priorities set out in the Town Investment Plan to;

- Create a town where people want to come to live and stay
- Developing a local skills pipeline for local opportunities responding to Covid-19
- Improving digital and sustainable connectivity
- Repurposing the town centre and historic assets for visitors and residents

The KLTDDB will oversee the delivery of any funding package agreed with central government as part of the Town Fund process. The KLTDDB's consultation and engagement strategy includes the establishment of thematic sub-groups to engage a wider range of people and organisations outside of the Board to support the development and delivery of the Investment Plan.

#### **Purpose of Community & Stakeholder Group & Advisory Group**

In recent years efforts have been made to prepare plans to breathe new life into the St George's Guildhall theatre to ensure it can flourish in years to come in an inclusive and sustainable way. This means investing in physical changes that will make its offer broader and widen the scope of its purpose. The proposed changes would see the space becoming easily adaptable for a wider variety of uses – including for more informal events, alternative performing space, as well as more traditional stage-based theatre. Initial feasibility and consultation was undertaken in 2019 by Foster Wilson Architects jointly commissioned by the Borough Council and Shakespeare Guildhall Trust in connection with the St. Georges' Guildhall - particularly around the theatre space.

At the same time as planning for a new theatre space was being undertaken, work progressed on assessing the feasibility and operational models for a Creative Hub. An Initial Feasibility and wide ranging and extensive stakeholder engagement was commissioned by the Borough Council in 2018 by a consortium led by Hudson Architects.

It is envisaged that a new creative community will have a shared space in which creative enterprise can flourish. This could include individuals with the potential to receive training/business support, create new businesses, creating opportunities to collaborate and benefit from synergies and shared resources and spaces. The 'White Barn', an under-used building situated within the Guildhall complex has emerged as a proposed venue for the creative hub.

Looking at both the opportunity of Guildhall theatre and the White Barn together is useful as the combined outputs are likely to look very attractive to potential funders/investors. Working on the

two initiatives from the outset can help achieve the ambition of having a complex that operates in a co-ordinated way with complementary uses. The approach will help make the best use of resources in managing the development of both initiatives. It is important that the development of both proposals occur in a joined-up way, and that activities across the whole site are ultimately integrated and harmonised (respectful of the different perspectives of respective enterprises occupying the site) and deliver synergies.

The Borough Council with some of its key partners from the local Cultural Board will put in place the necessary dedicated resource and specialist consultancy work needed to take forward the ambition and meet the requirements of funders/ investors. What we need now is a way in which we can genuinely capture feedback, ideas, knowledge, skills of those with an interest in our ambitions and help steer the development of both proposals.

We are therefore seeking commitment from individuals or organisations with an interest in helping to shape these ambitious plans through the establishment of 2 groups; a Stakeholder & Community Group and an Advisory Group.

### **Overall Purpose: Two groups one purpose**

The two groups will work towards a common purpose to;

- Promote a shared vision for the complex
- Contribute to the evolution of all aspects of the complex the theatre/ exhibition/ creative hub space
- Create a permanently sustainable model of operation that is resilient to changes in tastes, technologies, and that is inclusive and accessible
- Make a genuine impact on the area's cultural health and economic prosperity
- Provide the mechanism for wide ranging consultation in support of external funding to ultimately deliver the project

### **Membership**

The **Community & Stakeholder Group** will include community representatives and stakeholders that are and/or will be connected to activities on site, or have ambitions to use the site in the future. The group will be open for anyone with an interest in the project to attend, the KLTDDB particularly would like to see representation from (but not limited to);

- Elected ward member(s)
- Nominated representatives of the KLTDDB;
  - Michael Baldwin (Chair)
  - Harry Seaton
- Tenants of Guildhall complex

One representative from each of the following organisations;

- Collusion
- Kick the Dust
- KLODS
- King's Lynn Festival
- West Norfolk Gilbert & Sullivan Operatic Society
- King's Lynn Community Cinema Club

- Shakespeare Guildhall Trust
- King's Lynn Civic Society
- Lavender Hill Mob Theatre Company
- Lynn Academy of Dance
- College of West Anglia
- Creative Arts East
- King's Lynn Preservation Trust
- King's Lynn Operatic & Dramatic Society
- West Norfolk Artists Association
- King's Lynn Players
- St Margarets & St Nicholas Ward Forum
- King's Lynn Town Guides
- Historic England
- Arts Council
- Youth Forum representative

The group is not limited to and open to people who have;

- a passion for improving the cultural offer and opportunities for creative enterprise
- enthusiasm and interest in creative industries

In addition to the above, to support the group and to ensure a working relationship between the Town Deal Board, Council Officers will support and advise on specialist subjects/progress on the project being discussed.

This group will operate using a variety of meeting/non meeting methods/formats, recognising it may be difficult to hold meetings with large number of representatives virtually.

### **The Role of Stakeholder & Community Group**

The role of this group is to explore, discuss and shape the development of the Guildhall and Creative Hub. It will:

- Examine and explore proposals around the physical and operating model of complex
- Inform and support applications for external funding
- Generate ideas, supporting the development and sustainability of the complex to improve the cultural offer for the town centre
- Use wider networks and contacts to gather (informal) feedback from the community wider
- Act as a consultative forum for specific ideas and proposals under consideration/development by bodies responsible for delivery of the complex refurbishment
- to be a champion for the cause and communicate the ambition and agreed vision in a proactive and positive way.

A second group, an **Advisory Group**, will also be established with a different role, but ultimately the same overall aims and objectives as the Community & Stakeholder group. This will include but not limited to;

- King's Lynn Town Deal Board Representative – Michael Baldwin (Chair)
- The National Trust (the freehold owners of part of the complex including the theatre)
- Norfolk County Council

- Borough Council Portfolio Holder for Culture

**The role of Advisory Group:**

- Use specialist knowledge and expertise to provide input/ guidance on potential operating models and associated governance arrangements for all elements of the Guildhall complex
- Contribute to the business planning of any shadow board/ emerging steering group of a social enterprise or similar such body that could emerge
- Support that group in delivering identified strategic priorities
- Developing a detailed business plan and scrutinising delivery against objectives
- Identify sector specific funding opportunities and providing expertise and support in funding applications.
- Challenge ideas and provoke discussion

**Operating Arrangements**

- The Groups have **no decision-making authority** but acts as mechanism for making recommendations to the KLTDB.
- The Groups does not have the authority to commit other partners' action or expenditure.
- It is intended that the Groups should meet on a bi-monthly basis, with provision to call additional meetings if required.
- The Groups will be chaired by a representative nominated by the KLTDB
- Minutes of meetings will be circulated to members of the Groups and progress reported to the Town Deal Board
- Secretariat will be provided by the Borough/ County Council Officer team
- Meeting will be held virtually and on occasions face to face at a King's Lynn venue subject when deemed appropriate and worthwhile in doing so by the chair.
- Meetings to be held weekdays
- The individual expertise and interests of individual members may be sought at any stage where this is relevant.
- The Groups may request particular individuals to attend meetings in order to provide specific advice or to facilitate informed discussion.
- It is expected that members will consult within their particular interest groups or communities on non confidential matters so that the widest possible range of views are represented.
- The Groups will operate for as long as deemed appropriate by the KLTDB

**Code of Conduct**

All sub groups of the King's Lynn Town Deal Board are expected to respect the following core values of engagement;

- Act with integrity and in best interests of the group
- A non-judgemental approach that respects the views and opinions of other members
- Promote diversity and inclusivity in a non-discriminatory way
- Truthfully represent the interests of the group/organisation/cohort they represent within the town
- Hold a genuine interest in the work and purpose of the groups

- Be committed to, and be actively involved in, pursuing the outcomes sought by the sub group within its work
- Where specifically requested by the Chair, all members are expected to retain confidentiality in the context of the matters being considered.
- Any conflicts of interest which they have in any matter to be considered at the meeting should be declared to the Chair. A conflict of interest arises where a Board Member, a close associate, immediate family, business, organisation or employer has an interest in a matter which is the same as, connected to or may be affected by the matter under discussion.

Members of sub groups should also acknowledge the 'Seven Principle of Public Life' the King's Lynn Town Deal Board abide by in its own Code of Conduct;

1. **Selflessness** Board Members should act solely in terms of the public interest.
2. **Integrity** Board Members must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** Board Members must act and take decisions impartially, fairly and on merit, using the best evidence and without any form of discrimination or bias.
4. **Accountability** Board Members are accountable to the best interests of BCWKLN and the principle objectives of the Board.
5. **Openness** The Board must act and take decisions in an open and transparent manner.
6. **Honesty** Board Members should act with honesty, objectivity and integrity.
7. **Leadership** Board Members should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.