

## Terms of Reference for CVAN East Midlands Steering Group Members

<b>Name of body</b>	Contemporary Visual Arts Network East Midlands (CVAN EM)
<b>Role of body</b>	To shape and oversee the highest quality delivery of agreed activity with maximum impact, ensuring its relevance to the region’s visual arts community.
<b>Mission</b>	CVAN EM celebrates and supports arts and culture in the region, fostering an inclusive long-term future for the sector, emphasising equity and access for all arts workers.
<b>What we do</b>	<p>CVAN EM is the free-to-access Contemporary Visual Arts Network for the East Midlands, working alongside 8 other regional networks to amplify voices, debate, and democratic change across the sector. We are part of the national <a href="#">Contemporary Visual Arts Network</a>, an organisation where visual arts* meet policy change. Our strength lies in our network.</p> <p>CVAN EM celebrates and supports arts and culture in the region, encompassing Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire, and Rutland. Through our deeply rooted regionality and understanding, we nurture regional and cross-regional connectivity and engagement through participation, working in partnership with artists, arts workers, and organisations** across the East Midlands to build sustainable infrastructures, present opportunities and deliver professional and artist development activity.</p> <p><i>*CVAN EM considers the visual arts to include fine arts, crafts, photography, moving image, live art and performance, socially engaged art, new media and digital art, and any crossover with design, architecture or other creative disciplines.</i></p> <p><i>**Organisations can include contemporary art spaces, galleries, projects, festivals, art-led spaces, museums, and other sectors support initiatives that employ, programme or commission artists or arts workers.</i></p>
<b>Priorities</b>	<p>CVAN EM’s priorities for our next phase of activity include leading the conversation regionally around EDI, diversifying representation and leadership in spaces and more widely the sector, a move toward playing an active role in positively influencing best practice. We will first look inwardly at our own programming, models, and governance. Our immediate aims centre these priorities that will be applied throughout our approach.</p> <p>CVAN EM will continue to contribute to Arts Council England’s (ACE’s) <a href="#">Let’s Create</a> plan, developing and putting in place action-based targets and measures committed to the areas of Creative People, Cultural Communities, with a focus on A Creative and Cultural Country - whilst imbedding and delivering on the four <a href="#">Investment Principles</a> in all areas of what we do.</p> <p>Long-term, we will directly impact on programming, commissioning, and working practices across the region with a fresh focus on ACE’s <a href="#">Priority Places</a> in the East Midlands. CVAN EM will become more relevant and ambitious, better serving, and championing the region’s unique arts ecology.</p>
<b>Aims</b>	<b>1. Improve long-term support for artists and arts workers.</b>

	<p>By working on long-term projects, we can ensure that artists and arts workers are provided with more and more substantial paid opportunities to support artistic and professional development, commissioning and inform decision making.</p> <p><b>2. Directly impact on programming, commissioning, and working practices across the region.</b></p> <p>By ensuring decision making is a collaborative process with many and various voices around the table with more arts workers and organisations having a greater stake in future CVAN EM activity and governance.</p> <p><b>3. Centre equity, diversity &amp; inclusivity through action.</b></p> <p>By ensuring that our organisation, governance, and programme are representative of the communities that we serve.</p> <p><b>4. Become more relevant and ambitious.</b></p> <p>By building enduring relationships and partnerships with artists, arts workers, and organisations across the region to ensure that network development is a collaborative process informed by open dialogue and mutual care.</p> <p><b>5. Raise awareness of visual arts practice in the East Midlands outside of the region.</b></p> <p>By supporting artists to gain access to opportunities to work beyond the region as well as better highlighting work that is already taking place within the East Midlands, CVAN EM can raise the region’s profile.</p>
<p><b>Objectives</b></p>	<p>Define what we will do to achieve the aims:</p> <p><b>1. Improve long-term support for artists and arts workers.</b></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Ensure a more secure and long-term existence for CVAN EM by increasing core funding and capacity, with potential to grow the team and become more ambitious and effective.</li> <li>• Improve opportunities for more arts workers to connect with and benefit from engagement with the network, with emphasis on artists based in ACE’s <a href="#">Priority Places</a>.</li> <li>• Apply for more substantial funding, with greater investment and commitment from regional partners.</li> <li>• Focus activity on artist and professional development with skills-centred opportunities including e.g., technician boot camps, internships and ‘on the job’ 1-2-1 mentoring.</li> <li>• Improve online visibility, imbedding a more strategic approach to marketing and engagement.</li> <li>• Be strategic in cross-regional connectivity by working more directly with Contemporary Visual Arts Networks located in other regions (inc. National).</li> </ul>

**2. Directly impact on programming, commissioning, and working practices across the region.**

Objectives:

- Engage in ongoing and open dialogue through regular 1-2-1 sessions and forums with organisations and arts workers to better understand how CVAN EM can best support and impact on work taking place across the region.
- Commission and publish research and resources centring EDI (e.g., a [‘Brief Guide to Combining Accessibility with Creativity’](#)) with the aim to positively impact on programming, commissions and recruitment in organisations across the region.
- Nurture existing initiatives and networks between organisations and arts workers in the region by making connections and supporting growth with a focus on EDI.
- Apply for more substantial funding opportunities with greater investment and commitment from regional partners to co-develop cross-organisational long-term programming.
- Recruit for and grow the CVAN EM Steering Group so that more artists organisations have a stake in the network and vested interest in how it can support and champion them.
- Increase opportunities for training and sharing of knowledges across the region by researching, identifying, and initiating opportunities for shared learning.

**3. Centre equity, diversity & inclusivity through action.**

Objectives:

- We will first look inwardly at our own programming, models, and governance.
- CVAN EM will provide paid opportunities for artists and arts workers from backgrounds currently under-represented in the arts.
- Recruit for and grow the CVAN EM Steering Group with a focus on engaging disabled, D/Deaf, neurodivergent, Global Majority, working-class and under-class artists, and arts workers, providing fees for un-waged members.
- Ground all decision making in open dialogue with artists and arts workers from backgrounds currently under-represented in the sector and across CVAN.
- Embed equity and inclusion across CVAN EM and all areas of our work to diversify the sector and amplify the voices of artists and arts workers from under-represented backgrounds.

**4. Become more relevant and ambitious.**

Objectives:

- With ongoing input and support from its host NPO, CVAN EM can be more relevant and ambitious, better serving and championing the region’s unique arts ecology.
- Engage in ongoing and open dialogue through regular 1-2-1 sessions and forums with artists, arts workers, and organisations to better understand how CVAN EM can support and impact on work taking place across the region.

	<ul style="list-style-type: none"> <li>• Work closely and openly with CVAN EM’s NPO host organisation, operating as part of a larger team of exceptional arts professionals, whilst maintaining agency of delivery.</li> <li>• Recruit for and grow the CVAN EM Steering Group to better reflect society centring artists and art workers from backgrounds under-represented within the contemporary visual arts.</li> <li>• Apply for more substantial long-term funding opportunities with greater investment and commitment from regional partners.</li> </ul> <p><b>5. Raise awareness of visual arts practice in the East Midlands outside of the region.</b></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Grow CVAN EM staff capacity with a focus on artist development, increasing expertise available to artists and arts workers accessing the network, providing more tailored artist support, focusing on areas including, developing a more commercially viable practice, increasing online engagement, and applying for funding.</li> <li>• Increase support available to more artists with a focus on ACE’s <a href="#">Priority Places</a>, making more opportunities accessible and obtainable to arts workers across the region.</li> <li>• Build and strengthen relationships with organisations across the region, engaging in dialogue to positively impact on commissioning and activity that actively champions representation and presents to audiences and participants online and in person programming that better reflects their lived experiences.</li> <li>• Shape and champion the East Midlands as a region leading in fair and equitable practice.</li> <li>• CVAN EM to better highlight work taking place within the region and work by the region’s artists taking place on a national or international stage.</li> </ul>
<b>Host organisation</b>	CVAN EM is hosted by Leicester Print Workshop (LPW) and receives £20,000 per annum in its Arts Council England (ACE) National Portfolio Organisation (NPO) funding settlement, which is ring-fenced for CVAN EM. Additional activity is made possible via fundraising, partnership working and support from the national CVAN.
<b>Regional Director</b>	Colette Griffin (part-time, 18.5 hrs per week) - Colette is also Artist Development Coordinator / Curator at Primary, an artist-led space in Nottingham. Here she leads on the organisation’s Artist Development Strategy, working alongside residents and partners to identify and generate opportunities for artists within Primary and across the city.
<b>Chair</b>	Saad Eddine Said, CEO and Artistic Director of New Art Exchange - Before his appointment at NAE he was Director of Home in Slough, a Creative People and Places project, and was Co-Founder and former Co-Artistic Director of the charity Terre Sans Frontiere in Morocco. In 2019 he curated the Occupy season at Battersea Arts Centre and the London City Take Over.
<b>Arts Council Relationship Manager</b>	Sarah Reed

## Steering Group Membership

<b>Membership</b>	<p>Up to 14 representatives from regional organisations and artists and arts workers located across the East Midlands. Steering Group members act as advisors and advocates.</p> <p>New members will have access to 1-2-1 mentoring with a current member and be invited to participate in Steering Group ‘subgroups’, with different focus areas to ensure individuals have greater say and impact.</p>
<b>Sponsored membership</b>	<p>Steering Group members sponsored by CVAN EM, or a partner organisation will be paid a stipend of £200 to attend each quarterly meeting. Payment will be made upon invoice to CVAN EM.</p> <p>The current sponsorship period runs from 1 April 2022 – 31 March 2023. At the end of this period sponsors will review sponsorship based on available funds.</p>
<b>Un-sponsored membership</b>	<p>Steering Group members representing organisations will not receive a stipend to attend quarterly meetings, we ask that the organisation (employer) in question supports the member (employee) to attend.</p>
<b>Recruitment</b>	<p>Recruitment centres learning, equity, knowledges, experience, and skills found in organisations and the freelance creative workforce across the East Midlands, with emphasis on the region’s <a href="#">Priority Places</a>.</p> <p>Members employed in organisations will represent that organisation and not simply themselves as individuals.</p>
<b>Meetings</b>	<ul style="list-style-type: none"> <li>• Take place quarterly in April, July, October and January.</li> <li>• Take place online or in-person, for in-person meetings there is the option to join remotely via Zoom.</li> <li>• Members attending online meetings or any other online CVAN EM activity are asked to refer to the <a href="#">Digital Code of Conduct</a> ahead of time.</li> <li>• In-person meetings take place across organisations represented on the Steering Group.</li> <li>• Agendas will be shared by the Regional Director in advance of the meeting.</li> <li>• The date and time of the next meeting will be confirmed during the previous meeting by and in agreement with the entire group.</li> </ul>
<b>Attendance</b>	<p>Members are required to attend all meetings. If a member is unable to attend a meeting, they must brief the Chair or Regional Director on any matters arising. If a member is unable to attend meetings on more than x2 consecutive occasions the Chair or Regional Director will contact them regarding their commitment to the Steering Group.</p>
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Support the Regional Director to help them set and achieve measurable aims and objectives for CVAN EM.</li> <li>• Contribute to network wide conversation and activity.</li> <li>• Identify opportunities for partnerships and funding.</li> <li>• Represent and champion CVAN EM within the sector and region, promoting CVAN EM and the wider network to relevant stakeholders.</li> <li>• Demonstrate an interest in and enthusiasm for developing the role of CVAN EM in the sector, supporting it to strive for excellence.</li> <li>• Support positive relationships with key stakeholders, including Arts Council England.</li> <li>• Attend x4 Steering Group meetings per financial year.</li> <li>• Support recruitment for future new Steering Group members.</li> </ul>

	<ul style="list-style-type: none"> <li>• Contribute to an annual review of the Steering Group’s responsibilities to CVAN EM and CVAN EM’s responsibilities to its Steering Group members.</li> <li>• Support the development of ‘subgroups’ within the CVAN EM Steering Group, with different focus areas to ensure individuals have greater say and impact.</li> </ul> <p>CVAN EM is neither a charity nor limited company, which means there are no personal liabilities associated with the membership of our Steering Group.</p>
<b>Expenses</b>	Expenses as necessary are available to cover travel for attendance at in-person meetings for sponsored Steering Group members.
<b>Tenure</b>	<p>Tenure is 3 years (max.), this is to ensure a level of ‘turnover’ that ensures the opportunity for new voices to feed into the ongoing change and development of CVAN EM.</p> <p>Members can end their tenure at any time, by informing the Regional Director or Chair.</p>
<b>Meeting objectives</b>	<ul style="list-style-type: none"> <li>• Ensure that CVAN EM is meeting the aims and objectives set out in this document.</li> <li>• Shape and oversee the highest quality delivery of agreed activity with maximum impact, ensuring its relevance to the region’s visual arts community.</li> <li>• Review progress made against delivery plans and objectives.</li> <li>• Identify opportunities for partnerships and funding.</li> </ul>
<b>Zero tolerance</b>	<ul style="list-style-type: none"> <li>• We have a zero-tolerance policy to any behaviour of a sexual nature, that affects the dignity of people participating, which is considered as unwanted, unacceptable, inappropriate, and offensive to the recipient, and that creates an intimidating, hostile, unstable or offensive environment.</li> <li>• We have a zero-tolerance policy to homophobia, transphobia, ageism, racism, ableism, sexism, xenophobia, or any other prejudice based on ethnicity, nationality, class, gender presentation, language ability, asylum status or religious affiliation.</li> </ul>
<b>Letter of agreement</b>	<p>All members will receive a letter of agreement referencing this document, they will be asked to read, approve and sign this at the start of their tenure.</p> <p>If the terms of the letter of agreement are broken the member will be asked to end their tenure.</p>