

**Creative
Lives**

Governance Handbook



Creative Lives Governance Handbook

Contents



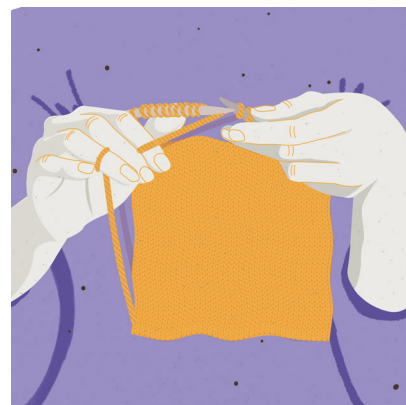
Handshake:

Welcome to Creative Lives



Handover:

Governance and decision making in Creative Lives



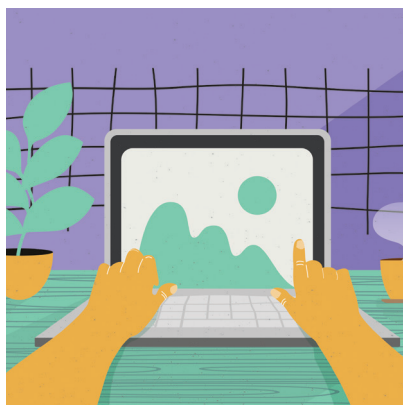
Hand-in-hand:

Reviewing and developing Creative Lives



In Good Hands:

Core practice values and standards within Creative Lives



Keeping In Touch:

Communications and consultation within Creative Lives



Reaching Out:

Recruitment in Creative Lives

Creative Lives Charity Limited is registered in Scotland as Company No. 139147 and Charity No. SC 020345.

Registered office: Custom Lane, 1 Customs Wharf, Leith, Edinburgh EH6 6AL.

Creative Lives acknowledges funding from the Arts Council of England, Arts Council of Northern Ireland, Creative Scotland and Arts Council Wales.

Handshake: Welcome to Creative Lives



Congratulations on joining Creative Lives. You are probably reading this handbook because you are starting out as a trustee on the Board, a representative on a committee, a volunteer or a member of staff. Whichever it is, welcome and thank you for choosing to invest your skills and experience with us in promoting participation in the arts and crafts in the UK and Republic of Ireland.

HANDSHAKE

You will probably also have joined us as part of one of Creative Lives five operational departments – England, Ireland, Scotland, Wales or the UK-wide CEO department. This handbook explains in detail the scope, parameters and responsibilities of your new role and how this fits in with others in the organisation.

We hope that you will already have a reasonably good understanding of our work. However, our Strategic Plan will explain further our mission, aims and objectives and will also provide you with a useful summary of what we are working to achieve. Other important documents which will complement this handbook are the Memorandum & Articles of Association, your job description and contract (for staff) or role description (for volunteers).

The handbook is made up of sub-sections which start with general information relating to all – Board, advisory groups and staff – followed by handy hints which relate specifically to your particular role. In each section you will also find information about any relevant formal policy and where it can be found in the Appendices. All reference to other Creative Lives documents are highlighted in bold so that you can locate them at a glance.

But before we go into detail, here is an organisation chart to give you an overview of the main roles and responsibilities within Creative Lives.

Board and Advisory Groups

Board

Company Secretary (Chief Executive)	Treasurer	Chair	Other elected members	Co-opted members
Creative Lives England Convener	Creative Lives Ireland Convener	Vice-Chair	Creative Lives Scotland Convener	Creative Lives Wales Convener
England Advisory Group	Ireland Advisory Group		Scotland Advisory Group	Wales Advisory Group

Staff and volunteers

Senior Management Team

Chief Executive				
Finance and HR Director				
Media Partnerships Director	England Director	Ireland Director	Scotland Director	Wales Director
Creative Lives On Air Team	Creative Lives England Team	Creative Ireland Team	Creative Lives Scotland Team	Creative Lives Wales staff

Handover: Governance and decision making in Creative Lives



Creative Lives is both a company limited by guarantee and a charity, as defined in its Memorandum of Association. Members of Creative Lives are network organisations representing the voluntary arts, who join in order to receive encouragement, advocacy and support and to work collectively to improve the environment for everyone participating in the arts. Network organisations are defined in our Articles of Association as “any national society or network or organisation (incorporated or unincorporated) which operates in more than one of the following national regions – England, Wales, Scotland, Northern Ireland and the Republic of Ireland – which is established for the promotion of study, practice or performance of voluntary arts and crafts whose constitution prohibits the division of its profits or assets among its representatives.”

Creative Lives operates, however, as a broad 'network' rather than as a membership organisation and provides information, training and opportunities for networking to more than 300 national and regional umbrella bodies and, through them, their member groups of local voluntary arts practitioners –

The Creative Lives Board

The Board of trustees has overall responsibility for the strategic governance of Creative Lives, ensuring that our vision, mission, values and practice are in line with our objectives. The Board meets regularly and has specific legal responsibilities, reflecting the fact that Board members are both directors of the company 'Creative Lives Charity Limited' (limited by guarantee) and trustees of the charity. As with most voluntary organisations, we have a Chair, Vice Chair and Treasurer, and as Creative Lives is organised into operational teams our Board also includes Advisory Network Conveners, one to represent each operational team. Other Board members are either elected by the members of the company or co-opted.

Advisory Network

Each of the four Creative Lives national teams – England, Ireland, Scotland and Wales – has a Convener who will work with the Operational Team, this Convener is also on the Board of trustees and is directly elected by the supporters of the relevant operational team for a three year period. Although the four Conveners vary to fit their local circumstances, they all exist to support their operational department by giving information and advice so that the needs and views of each operational team are communicated to the Board.

Staff

Our staff team is relatively small and most of our staff work from home, we do have two local offices in Cardiff and Edinburgh.

Volunteers

Creative Lives values the contribution of volunteers within the organisation. We offer a range of opportunities according to the needs of the organisation and the particular skills and interests of potential volunteers. Our large team of volunteers includes Board members, advisory network members and volunteers in our offices around the country. We recognise and encourage the unique qualities of individuals, their experience, skills, knowledge and the commitment they can offer. **See Appendix K: Volunteer Policy.**

If you are a board member...

You are expected to sit on the Board as an individual rather than as a representative of a group or organisation. This even extends to the operational Conveners – although you will represent the views of your Creative Lives operational team to the Board, you will need to vote for what is in the best interests of Creative Lives – even if this is at odds with the view of your operational team.

Although some Board members have particular responsibilities, every trustee is responsible for decisions made by the Board and takes on the legal responsibility of being ‘jointly and severally liable’. You will also have historic responsibility for decisions made during your time in office. **Appendix B: Trustee Role Descriptions** gives more information on this.

Part of your responsibilities on the Board will be to set and maintain standing orders, systems of financial control, performance reporting, and policies and procedures. These systems will then in turn allow you to monitor the use of delegated authority by the Chief Executive or other staff and volunteers. (Delegations to staff and volunteers should normally be through the Chief Executive.) **See Appendix E: Financial Regulations and Policy** for more information on this.

You will find much of your legal responsibilities as company directors and charity trustees in this handbook, however please refer to the latest guidance from Companies House (www.gov.uk/government/organisations/companies-house) and OSCR (www.oscr.org.uk) to keep up-to-date.

You are not expected to act on your own on behalf of the Board or Creative Lives, without proper authority from the Board.

Elected Board members are allowed a maximum of two consecutive three year terms on the Board.

Co-opted Board members must have their co-options renewed every twelve months (up to a maximum of six consecutive one year terms).

There can be up to a maximum of four co-opted members on the Board.

If an operational Convener is unable to attend a Board meeting, they can send someone to the meeting to report from their committee but they will not be able to vote on decisions that you take as a Board.

You may wish, as a Board, to set up sub-committees, advisory groups, panels or other bodies to assist your work. Such bodies should have clear written terms of reference. Where such bodies already exist, the terms of reference may be revised by the Board from time to time but only after consultation with the relevant body.

When you delegate to others, please do this in writing, setting clear limits on matters such as expenditure, authority and decisions that can be made. There are several ways of delegating, including Board minutes, terms of reference for sub-committees, staff job descriptions or in a separate list. Delegations to staff and volunteers should normally be through the Chief Executive.

It should never be necessary for you to become directly involved in a decision once it has been delegated to staff because the Chief Executive has the responsibility for overseeing your delegations, including following them up.

You can expect to receive regular reports from committees via agenda items and Board papers.

If you are a Advisory Network member..

Your role is:

To inform and advise the operational Convener to enable the relevant constituency to be effectively represented to the Creative Lives Board.

To help the operational Convener and staff to develop an annual departmental business plan.

To evaluate the performance of the relevant operational department in relation to the current business plan.

If you are the Convener of your operational team you will have additional responsibilities:

To consult and report back to your advisory network

To make sure your advisory network is as representative as possible.

To devise terms of reference (to be approved by the Creative Lives Board) which specify your size, structure and the method of selecting or electing new people on to the advisory network. The terms of reference should also explain the role each advisory network member is expected to play (e.g. to advise, be an external advocate, etc.).

To deal with matters of governance.

The responsibility (with the relevant senior management team member) for maintaining a clear division of responsibilities between the advisory network and the staff team. With the relevant

senior management team member you should provide an effective link between committee and staff, informing and implementing the departmental business plan.

Appendix B: Trustee role descriptions will provide more information on this.

If your committee Chair is unable to attend a Board meeting, you can send someone to the meeting to report from your committee but they will not be able to vote on decisions taken by the Board.

You are expected to provide the Board with regular minutes from your meetings (usually through Board meeting agenda items and Board papers).

It is important to remember that if you are the Chair of the committee, you will be asked to vote (at the Creative Lives Board) for what is in the best interest of Creative Lives, even where this might be at odds with the views of your Creative Lives department committee.

You are not expected to act on your own on behalf of your committee or Creative Lives without proper authority from your committee.

It should never be necessary for you to become directly involved with a decision once it has been delegated to staff because the Chief Executive has responsibility for holding staff to account and reporting back to the committee via the relevant senior management team member. This does not preclude committee members from offering to help staff with implementation.

HANDOVER

If you are a member of staff...

Tasks may be delegated to you, via the Chief Executive, by either the Board or the committee for your operational department – (delegations to staff and volunteers should normally be through the Chief Executive. The Chief Executive will have responsibility for reporting back to the relevant committee or to the Board as appropriate via the relevant senior management team member. This will all be done through your usual line management arrangement.

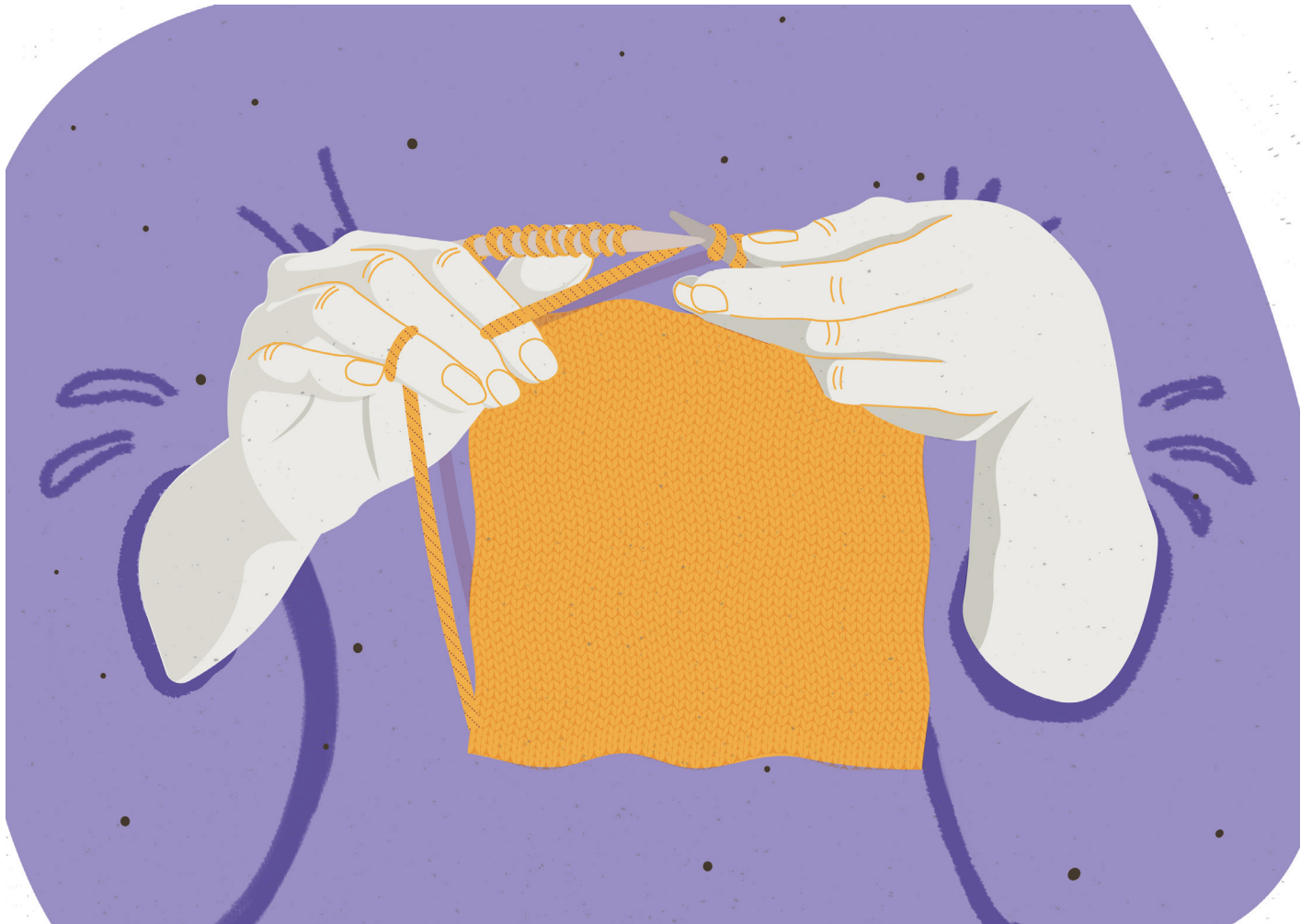
You might be expected to write Board papers on specific aspects of delegated responsibility from time to time.

You are not expected to act on your own on behalf of the organisation or on the business of Creative Lives, without the proper authority from your line manager or the Board as appropriate.

If you are the senior management team member for your operational department, you will have responsibility (with the department Chair) for maintaining a clear division of responsibilities between the committee and the staff team.

With the department Chair you should provide an effective link between committee and staff, informing and implementing the departmental business plan.

Hand-in-hand: Reviewing and developing Creative Lives



We place a high priority within Creative Lives on supporting each other to remain effective in our work so that we can deliver the best possible outcomes for the people we work for. We believe that this can only be achieved by regularly reviewing and appraising our work and then using the results to inform our future development.

HAND-IN-HAND

In order to ensure our reviews are systematic and thorough, each committee agrees, monitors and then reviews an annual departmental plan. The results of these reviews are then fed back to the Board and form the basis of their annual review which is then used to produce our publicly available Annual Report. Preparing the Annual Report allows us to take stock and celebrate our achievements on a yearly basis.

A more wide reaching review will be conducted during the final year of each strategic plan. These reviews are vital for ensuring that we are still 'fit for purpose', i.e. that a need for us still exists and that we are still meeting that need in the most effective way. Once this has been established, the review results feed into the

development of the organisation by becoming integral to strategic planning, flagging up necessary changes and improvements to our operational activities and highlighting possibilities for working collaboratively with other organisations.

When reviews have taken place, the Board and committees are asked to be open with the results, to funders, Creative Lives members and staff. The results will also include explanations of the steps that will be taken in response to any necessary changes which become apparent as well as the reasons for any actions they have decided not to take. All such information will be integral to the development of the next plans.

If you are a board member...

You will receive a great deal of relevant information from the committee of each operational department as they review and evaluate their performance against their annual business plan. The feedback you receive along with information from the Board's annual review will form the basis of the Annual Report and will also inform your next strategic plan.

As the Board, with overall responsibility for the organisation, you will periodically review all Creative Lives' purposes, mission and vision. This involves establishing whether the 'objects' set out in Memorandum and Articles of Association are still relevant. In addition you should also examine:

- whether the Board and trustees still function effectively;
- current volunteer and staffing structures, working methods and operational policies and procedures;
- mechanisms for internal control and performance reporting;
- mechanisms for planning and budgeting, including standing orders;
- sub-committees, working groups and advisory bodies;
- relations with stakeholders including our arrangements for communication and consultation with them.

The result of reviewing all Creative Lives' work and functioning in this way will allow you to develop the organisation with creativity and innovation, leading you to make any necessary changes,

setting up training programmes and guiding Board renewal and recruitment.

In addition, you will need to set up a system for regularly reviewing the remuneration of all staff, including the Chief Executive.

The Chair of the Board usually fulfills your responsibility as a Board for the development of the Chief Executive by conducting their regular supervision and an annual appraisal.

As well as conducting strategic and annual reviews against Creative Lives own standards, you will need to consider how an appropriate external quality assurance system or another form of quality control might be introduced to the organisation.

To complement your reviewing of the organisation, it is important that you set aside time, at least every two years, to reflect on your own performance and functioning as a team.

In order to support you in your role on the Board, it is important that you develop together a strategy for supporting each other's personal development whereby you each take part in regular appraisals of your own development as trustees. This will allow you to keep up to date with the knowledge and skills you need to carry out your role. The Chair, another trustee or an external advisor will take the lead on this as appropriate.

You are also expected to set a schedule for appraising the work of members of all sub-committees, standing groups, task and finish groups, panels etc. which you have set up.

If you are a committee member...

You will be involved, with your committee, in developing an annual departmental business plan. You will do this by translating the general aims of Creative Lives' strategic plan into your particular context. As well as on-going monitoring of the plan, you will also be asked to hold an annual review meeting which needs to take place at least one month before the Annual General Meeting. During the meeting you will evaluate your performance in relation to the current departmental business plan and set your objectives for the next year. You will then feedback your results to the Board.

From time to time you will need to review whether the 'objects' set out in the Terms of Reference for your committee are still relevant. This will involve examining all aspects of your committee's work and functioning with the aim of producing results which help you to develop your operational department in a way which is creative and innovative, including making any changes that are needed, setting up training programmes and guiding committee renewal and recruitment.

If you are a member of staff...

You may be asked to contribute feedback during strategic reviews conducted by the Board. This might occur for example when the Board is examining staffing structures and working methods or reviewing and ratifying policies which are relevant to your work.

In addition, there may also be times when best practice procedures, which are set by the senior management team, are put under review by the Board. For example you may be asked for your input if you have particular experience of using the procedures under review.

We believe that supporting your personal development is an important aspect of Creative Lives development as an organisation – therefore

As well as reviewing your operational department, it is important that you set aside time at least every two years to reflect on your own performance and functioning as a team.

In order to support you in your role on the committee, it is important that you develop together a strategy for supporting each other's personal development whereby you each take part in regular appraisals of your own development as committee members. This will allow you to keep up to date with the knowledge and skills you need to carry out your role. The Chair, another committee member, an external advisor or the relevant senior management team member will take the lead on this as appropriate.

You are also expected to set a schedule for appraising the work of members of sub-committees, standing groups etc. which you have set-up.

we have produced the **Staff Development Framework (Appendix T)** which sets out our commitment to keeping you up to date with the knowledge and skills that you need to carry out your role. The Staff Development Framework (Appendix T) also describes our arrangements for your regular supervision, appraisal and personal development by your line manager.

The Board has set up a system for regularly reviewing the remuneration you receive for your work (**see Appendix D: Salary System**).

Creative Lives is committed to considering flexible patterns of working to help balance work and family life wherever possible (**see Appendix J: Flexible Work Policy**).

In Good Hands:

Core practice values and standards within Creative Lives



Creative Lives has a broad reach, both geographically and artistically. This breadth and diversity is extremely enriching, but could lead to various ‘pockets’ emerging in different parts of the organisation, potentially leading to confusion or disharmony as these parts attempt to work together. As an organisation we therefore need to strike a balance between encouraging a wide variety of influences on the one hand and having agreed standards for the way we work on the other. We hope that these standards, far from stifling originality, will free us up to work well together, avoiding unnecessary clashes of working cultures and ideas.

We can summarise our core practice values and standards by saying that we want our work to be:

- legal;
- safe;
- scrupulous;
- open and accountable; and
- consistent.

We understand that by inviting you to be part of Creative Lives we have already tacitly or even explicitly agreed some of these values or standards with you, in some cases during the recruitment process. However, they are included here, not to suggest that these concepts are new to you, but in order to explore their implications for Creative Lives and to explain in more detail particular policies or expectations.

Making decisions within an organisation with such a wide diversity such as ours often involves weighing up a number of complex factors and taking into account conflicting views. This is a product of the fact that we encourage participation from all backgrounds and, indeed, you will probably have been appointed to your new role partly due to your links to other groups and causes. However we also recognise that we need you to carry out your duties for us as independently as possible.

Any new role will take time to work through, but we hope the transition will be easier if we say from the outset that whenever you are working for us we expect you to act in our interests and of those we seek to benefit. **Appendix H: Conflict of interest and gifts policy** should help if you are unclear about anything relating to this.

Legal

If you are a board member...

You have responsibility for ensuring that Creative Lives complies with all the legal requirements governing its work. You will do this by working with the staff team to develop the policies, procedures and reporting mechanisms that will allow Creative Lives to comply with relevant legislation.

This includes making sure the organisation follows all relevant statutes, authorities and regulations, including the maintenance of financial records and external audits of its accounts as well as paying close attention to the requirements of:

- Creative Lives' Memorandum and Articles;
- and its relevant regulators, in particular submission of annual returns, reports and accounts.

You must also ensure that Creative Lives complies with the requirements of:

- charity law and the relevant charity regulators;

- company law and the requirements of Companies House;
- Industrial and Provident Society law, and the requirements of the Financial Services Authority;
- employment law;
- health and safety legislation;
- data protection legislation;
- legislation against discrimination on grounds of race, disability, gender and other factors;
- relevant Fundraising Self-regulatory Codes of Practice, prepared by the Institute of Fundraising, in relation to Creative Lives' fundraising activities; and
- other legislation which may apply to Creative Lives, such as that relating to the protection of children or vulnerable adults and others.
- **Please see Appendix L: Protection and Safeguarding of Children and Vulnerable Adults Policy.**

Our communications policy aims to ensure that ICT facilities are used effectively for their intended purpose without infringing legal requirements or creating unnecessary business risk. Please see **Appendix O: Communications Procedure**.

If you are a committee member...

In order to meet its legal requirements, the Board will need you to provide information from time to time about your committee and organisational department in the form of reports and financial records. You will need to make sure you have this information readily available so that you can send it to the Board in good time to meet the relevant deadlines.

If you are a member of staff...

You will be involved, depending on your role and expertise, in assisting the Board as it develops policies, procedures and reporting mechanisms that will allow Creative Lives to comply with the legislation governing its work. The Board's responsibility includes making sure the organisation follows all relevant statutes, authorities and regulations, including the maintenance of financial records and external audits of its accounts as well as paying close attention to the requirements of: its Memorandum and Articles; and its relevant regulators, in particular submitting annual returns, reports and accounts.

As a staff team you will also be involved in supporting the Board as it makes sure that Creative Lives complies with the requirements of:

- charity law and the requirements of relevant charity regulators;
- company law and the requirements of Companies House;
- Industrial and Provident Society law, and
- the requirements of the Financial Services Authority;

In order to meet all the requirements above, you should, as a Board, work with appropriate people who will help you keep abreast of any updates and changes to legislation and regulations which affect Creative Lives

Our communications policy aims to ensure that ICT facilities are used effectively for their intended purpose without infringing legal requirements or creating unnecessary business risk. Please see **Appendix P: Communications Procedure**.

- employment law;
- health and safety legislation;
- data protection legislation;
- legislation against discrimination on grounds of race, disability, gender and other factors;
- relevant Fundraising Self-regulatory Codes of Practice, prepared by the Institute of Fundraising, in relation to Creative Lives' fundraising activities;
- and other legislation which may apply to Creative Lives such as that relating to the protection of children or vulnerable adults and others. Please see **Appendix L: Protection and Safeguarding of Children and Vulnerable Adults Policy**.

Our communications policy aims to ensure that ICT facilities are used effectively for their intended purpose without infringing legal requirements or creating unnecessary business risk. Please see **Appendix P: Communications Procedure**.

Safe

If you are a board member...

Part of your overall responsibility for the organisation involves ensuring the safety of Creative Lives members, volunteers, staff, property, assets and reputation. You will need to take steps to avoid putting any of these at undue risk when undertaking Creative Lives activities and carry out a full risk assessment with the help of the senior management team either periodically or on a rolling basis. The results will be used to manage any safety issues that are highlighted through this process.

You will need to be especially careful to follow the requirements of the Memorandum and Articles when investing Creative Lives' funds, or borrowing funds for its use. Please also see **Appendix F: Investment Policy**.

A situation may arise where a level of expertise is needed that cannot be found amongst Board

members. If this is the case, please consult an appropriate external advisor.

If you discover any practice which exposes Creative Lives to significant material risk, you are advised in the interest of safety to seek help from professional advisers before moving forward.

From time to time conflict and grievances may arise between trustees, staff, Creative Lives members, volunteers or service users. Your previously developed policies in this area will help those involved manage the issues by following clear guidelines towards a satisfactory resolution. However, where an issue cannot be resolved in this way, you have the ultimate role in bringing it to an appropriate conclusion. Please also see **Appendix M: Grievance Procedure**.

If you are a committee member...

From time to time, conflict and grievances may arise between trustees, staff, members, volunteers or service users. The Board has responsibility for developing policies in this area to help you manage such issues. You will need to follow their guidelines towards a satisfactory resolution. However, where an

issue cannot be resolved in this way, the Board has the ultimate responsibility in managing any issues of conflict and you should refer on such situations for them to find an appropriate conclusion. Please also see **Appendix M: Grievance Procedure**.

If you are a member of staff...

The senior management team has a key role in supporting the Board to undertake regular risk assessment of all Creative Lives' activities and to use the results of these assessments to manage any safety issues that are highlighted through the process.

From time to time conflict and grievances may arise between trustees, staff, Creative Lives members, volunteers or service users. The Board has responsibility for developing

policies in this area to help you manage such issues. You will need to follow their guidelines carefully towards a satisfactory resolution. However, where an issue cannot be resolved in this way, the Board has the ultimate responsibility in managing any issues of conflict and you should refer on such situations for them to find an appropriate conclusion. **Please also see Appendix M: Grievance Procedure.**

Scrupulous

If you are a board member...

You become a trustee as an unpaid volunteer, and this is a fundamental aspect of your role. As you would expect you should claim any expenses (relating to travel etc.) which you incur while carrying out work for Creative Lives, and you should never be out of pocket for work you do for us. It is vital however that you are scrupulous to avoid gaining private financial or any other sort of benefit from your position, other than of course the reimbursement of expenses. This means that you cannot receive payment for services to Creative Lives and must declare all personal gifts that you receive and hospitality that you accept from people or organisations connected with Creative Lives or while you are on Creative Lives business. It is important that you become familiar with, and follow, **Appendix I: Conflict of interest and gifts policy** which explains in detail how to deal with payment of services and the register system for declaring actual or potential conflict of interests. Please also see **Appendix Q: Expenses guidelines**.

In order to give the clearest guidelines possible on this potentially complex area, we have adopted the Nolan principles of standards in public life which set high standards for ethical practice and which recognise that the needs of those we serve come first (www.gov.uk/government/publications/the-7-principles-of-public-life). You will be asked therefore on appointment to sign a brief statement to show you understand our expectations in relation to this. **Appendix A: Letters of understanding will provide more information on this.**

As a Board you have particular responsibility for recruiting Creative Lives Chief Executive. In order to demonstrate that this process is done with transparency and equity you will need to disclose their salary, pension and other benefits in the Creative Lives accounts. Please also see **Appendix D: Salary System**.

If you are a committee member...

You become a committee member as an unpaid volunteer, and this is a fundamental aspect of your role. As you would expect you should claim any expenses (relating to travel etc.) which you incur while carrying out work for Creative Lives, and you should never be out of pocket for work you do for us. It is vital however that you are scrupulous to avoid gaining private financial or any other sort of benefit from your position, other than of course the reimbursement of expenses. This means that you cannot receive payment for services to Creative Lives and must declare all personal gifts that you receive and hospitality that you accept from people or organisations connected with Creative Lives or while you are on Creative Lives business. It is important that you become familiar with, and follow, **Appendix I: Conflict of interest and gifts policy** which

If you are a member of staff...

As part of a staff team which is spread across the UK, it is likely that you will incur travel or other expenses when carrying out your work for Creative Lives. You should never be out of pocket for any work you do for us and **Appendix Q: Expenses guidelines** explains in more detail the rules concerning this.

There may be times when you are offered gifts and hospitality or are faced with a conflict of interest as you go about your work for Creative Lives. It is important that you become familiar with, and follow, **Appendix I: Conflict of interest and gifts policy** which explains in detail how we pass on information about such

explains in detail how to deal with payment of services and the register system for declaring of actual or potential conflict of interests. Please also see **Appendix Q: Expenses Guidelines**.

In order to give the clearest guidelines possible on this potentially complex area, we have adopted the Nolan principles of standards in public life which set high standards for ethical practice and which recognise that the needs of those we serve come first (www.gov.uk/government/publications/the-7-principles-of-public-life). You will be asked therefore on appointment to sign a brief statement to show you understand our expectations in relation to this. **Appendix A: Letters of understanding** will provide more information on this.

conflicts of interest or gifts to the Board via our register system.

If you are planning to undertake any other paid work while you are employed by Creative Lives, please discuss this with your line manager in order to avoid potential conflicts of interest.

You may not become a Board member (or a member of one of the Creative Lives department committees) whilst still in Creative Lives' employ; this includes anyone employed by Creative Lives on a freelance/ self-employed basis for the duration of their contract.

Open and Accountable

If you are a board member...

As a trustee you have responsibility for working with other Board members to make sure that Creative Lives is consistently open and accountable in all its work. This includes:

- being clear about what sort of information held by Creative Lives in general and the Board in particular, is available for general viewing, and what sort of information cannot be shared in order to protect personal privacy or commercial confidentiality;
- where reasonable, allowing people from outside the organisation access to information about Creative Lives and its work;
- being open about the Board's governance work, and its strategic reviews;
- ensuring that stakeholders have the opportunity to hold trustees to account and know how to do this, for example the names of trustees should be listed on the website; and
- keeping in mind the need for equality and diversity in everything you do, including making sure the information you produce and meetings you hold are accessible to all sections of the community. You will find **Appendix G: Equal Opportunities Policy** and advice from the Creative Lives Diversity Panel will support you in this area.

If you are a committee member...

You have responsibility for working with other committee members to make sure the committee is consistently open and accountable in all its work. This includes:

- being clear about what sort of information is available for general viewing and what sort of information cannot be shared – in order to protect personal privacy or commercial confidentiality;
- where reasonable, allowing people from outside the organisation access to information about the committee and its work;
- being open about the committee's governance work, and its strategic reviews, this includes uploading the committee's minutes on to the website;
- ensuring that stakeholders have the opportunity to hold you as committee members to account and know how to do this, for example the names of everyone on the committee should be listed on the website; and
- keeping in mind the need for equality and diversity in everything you do, including making sure the information you produce and meetings you hold are accessible to all sections of the community. You will find that **Appendix G: Equal Opportunities Policy** and advice from the Creative Lives Diversity Panel will support you in this area.

If you are a member of staff...

The Board and committees are committed to working in ways which are open and accountable. You are asked to support them in this work by:

- keeping in mind the need for equality and diversity in everything you do, including

making sure the information you produce and meetings you hold are accessible to all sections of the community. You will find that **Appendix G: Equal Opportunities Policy** and advice from the Creative Lives Diversity Panel will support you in this area.

Consistent

If you are a board member...

As you would expect, we strive for consistently high standards in all aspects of our work, including efficient administration and running of the Board. You can expect a working culture where Board papers are timely, well-presented, circulated well in advance of meetings, make clear recommendations and where each trustee seeks out the best information and advice available in order to make good decisions on behalf of Creative Lives.

With efficiency in mind, it will be helpful to everyone if, as a Board, you maintain a consistent standard and format for all agendas and minutes throughout the organisation. Part of the implementation of this will be to make sure that everyone who has responsibility for chairing meetings and taking minutes receives the training and development needed to carry out their roles.

The Chair of the Board should ensure that all Board members can contribute at meetings so that there is never a sense that only one voice or idea dominates the proceedings.

In order to maintain consistency in standards across the organisation, please make sure that all new Board members have a copy of this handbook and are asked, as you have been, to sign the letter of understanding, a sample of which is in **Appendix A**, confirming that they understand and accept their obligations to:

- uphold the values and objectives of Creative Lives;
- give adequate time and energy to the duties of being a Board member; and
- act with integrity, and avoid or declare personal conflict of interest.

If you are a committee member...

As you would expect, we strive for consistently high standards in all aspects of our work, including efficient administration and running of the committees. You can expect a working culture where committee papers are timely, well-presented, circulated well in advance of meetings, make clear recommendations and where everyone on the committee seeks out the best information and advice available to make good decisions on behalf its operational department.

Please make sure you follow any information and guidance set by the Board relating to the format of agendas and minutes. This is in order that high standards can be maintained across the organisation.

It is the responsibility of the Chair of each

committee to make sure that all committee members can contribute at meetings so that there is never a sense that only one voice or idea dominates the proceedings.

In order to maintain consistency in standards across the organisation, please make sure that all new committee members have a copy of this handbook and are asked, as you have been, to sign the letter of understanding, a sample of which is in **Appendix A**, confirming that they understand and accept their obligations to:

- uphold the values and objectives of Creative Lives;
- give adequate time and energy to the duties of being a committee member; and
- act with integrity, and avoid or declare. personal conflict of interest.

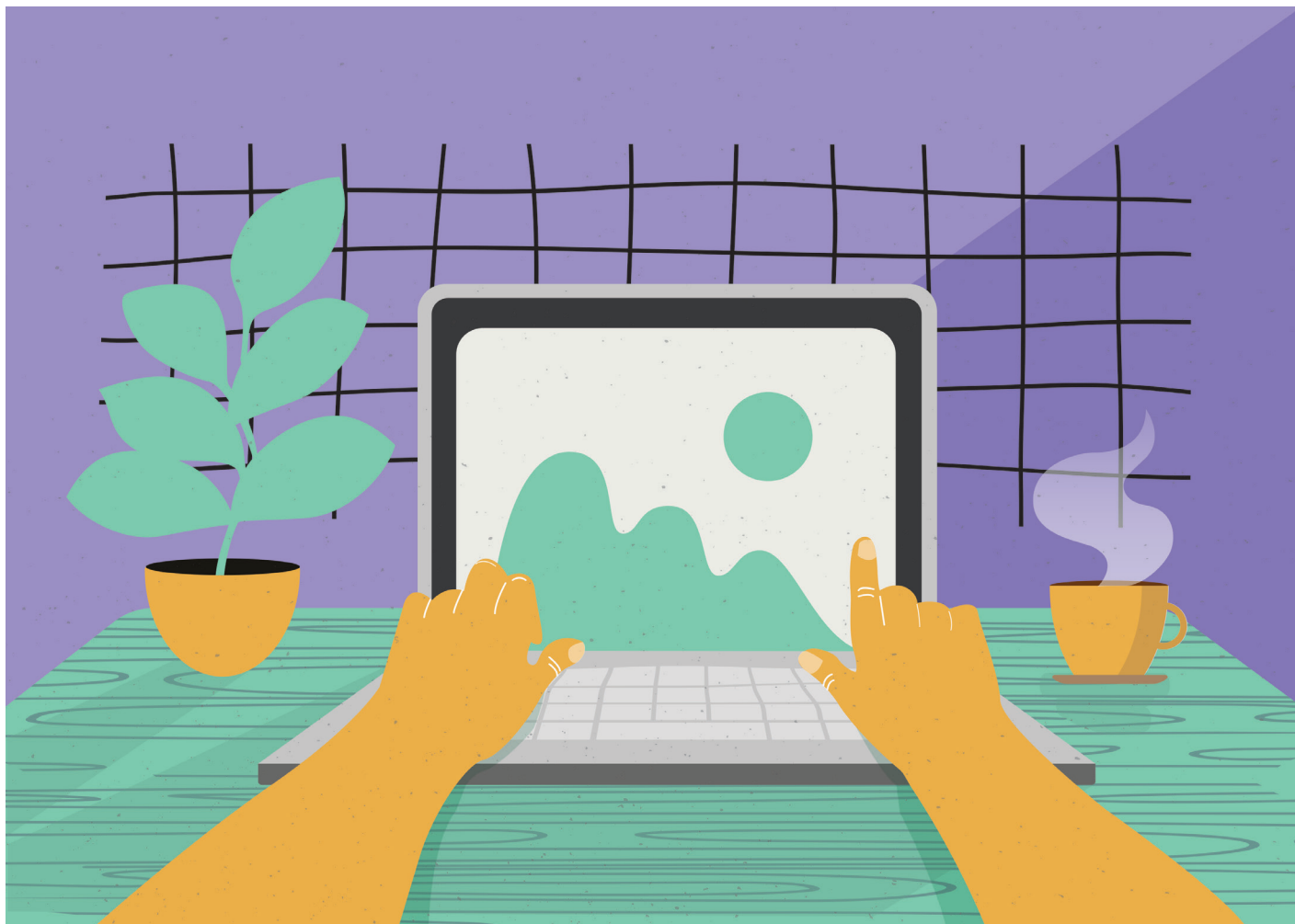
If you are a staff member...

As you would expect, we strive for consistently high standards in all aspects of our work, including efficiently administering and running Creative Lives meetings. Please contribute to this by following any information and guidance set by the Board relating to the format of agendas and minutes and by taking part, where appropriate in any development or training relating to minute taking skills which will be made available to you by the Board. You are also expected to make sure any papers you prepare are timely, well-presented,

circulated well in advance of meetings and containing clear recommendations.

In order to maintain consistency in standards across the organisation, please make sure that any new staff who you line-manage have a written copy of their contract and a copy of this handbook. Signing the contract is an agreement that the staff member has read, understood, and accepted their obligations to the organisation.

Keeping in touch: Communications and consultation within Creative Lives



As a UK-wide organisation, with a broad remit, we have a number of different people and groups who take an interest in Creative Lives work and benefit from it. These include members, staff, volunteers and other groups involved in the voluntary arts and beyond. Each one of us in Creative Lives is involved on a day-to-day basis in making formal and informal contacts with people and organisations who are interested in our work as we develop links within our own contexts. Therefore, we believe that identifying our key ‘stakeholders’ – that is, everyone with a legitimate interest in our work – is a shared responsibility. We keep a record of our contacts on our stakeholder database which is regularly reviewed and updated. Our aim is always to consult as widely as possible about any plans or developments that might affect our stakeholders and then to take their views into account when making decisions at either the Board or committee level. Please also see **Appendix O: Data Protection Policy**.

We must also make sure that our stakeholders play an active role in our reviews and are told about our performance and the impacts and outcomes of our services. Our communication should be offered in formats accessible to everyone, for instance in plain language, translated into languages commonly spoken among the communities we serve, on tape/ CD, or in Braille. Please see **Appendix G:**

If you are a board member...

It is your role to encourage wide stakeholder engagement in the Board's activities. One of the ways you will do this will be to communicate the Board's role and Creative Lives objects and values clearly to all Creative Lives staff and stakeholders. You will do this by:

- placing up-to-date governance documents in the public realm;
- holding occasional Creative Lives away days; and
- working with the Chief Executive and

If you are a committee member...

It is your role to encourage wide stakeholder engagement in the committee's activities. One of the ways you will do this will be to communicate the committee's role and Creative Lives' objects and values clearly to all staff and stakeholders in your reach. You will do this by:

- placing up-to-date governance documents in the public realm; and
- working with the Chief Executive and

Equal Opportunities Policy for more information on this.

We want to be open to feedback or complaints about our services from everyone, including all stakeholders, staff, volunteers and the public. Our procedure for doing this is set out in **Appendix S: Complaints procedure.**

relevant staff to implement a stakeholder relations strategy.

Creative Lives is structured in such a way as to allow you as a trustee to be in regular communication with advisory committees (through the department Chairs), staff members (through the senior management team) and outside professionals. This is so that you are widely supported in making decisions and not left to rely excessively or exclusively on a single source.

relevant staff to implement a stakeholder relations strategy.

Creative Lives is structured in such a way to allow you as a committee member to be in regular communication with the Board (through the department Chair), staff members and outside professionals. This is so that you are widely supported in making decisions and not left to rely excessively or exclusively on a single source.

If you are a staff member...

It is your responsibility to support the Board and the committee's commitment to regular communication and consultation with Creative Lives' stakeholders. You will find more guidance on this in **Appendix S: Complaints procedure**.

You might also be involved in working with the Board and committees to implement a stakeholder relations strategy.

Reaching Out: Recruitment in Creative Lives



In this section we explore the process for recruiting new staff, Board or committee members. It is very important that our process for finding and welcoming new people to become part of Creative Lives is open and transparent; this is one of the reasons we established a Diversity Panel to advise and support anyone involved in recruitment at every level. For more information about how we recruit staff, please see **Appendix R: Recruitment & Selection Procedure.**

REACHING OUT

Naturally there are some differences between the methods for recruiting paid staff and recruiting for voluntary positions on either Creative Lives' Board or one of its committees. However some overriding principles do apply. For example, candidates for all appointed positions in Creative Lives, including staff, appointed trustees, appointed committee members or other groups are interviewed and appointed on merit according to a written role description. Another common principle is that once they have been appointed, all new Board members, committee members and staff receive an induction which includes all the information and support they need to carry out their new role as well as introductions to key staff and stakeholders within three months of their appointment. For more details see **Appendix T: Staff Development Framework**.

When recruiting for the Creative Lives Board or its committees, we start by considering how to maintain our diverse membership. The Board and committees represent and meet the needs of the communities and memberships they serve by bringing together a wide range of skills, qualities, knowledge and experience to create a balanced team without being so large that decision-making becomes unwieldy. Between them, the members of the Board and each committee should offer experience and knowledge in:

- providing effective strategic leadership, and working as a team;
- direct knowledge of beneficiaries and users, and of their needs and aspirations, whether gained through life or work experience;
- governance, general finance, business and management;

- human resources and diversity;
- the operating environment and risks that exist for Creative Lives; and
- other specific knowledge required, such as fundraising, health, social services, property or legal.

Therefore, before nominations are sought for elected positions, the current Board or committee in question should decide, with the support of the Diversity Panel, on the new skills and knowledge that are needed. The identified skill-gap will then form a role description or a role profile, a sample of which can be found in **Appendix B: Trustee role description**. They also work in partnership with the electorate to make them aware of the specific skills and experience required from new Board or committee members and make sure that the process of seeking nominations and making co- options is open to all sections of the community.

With the support of the Diversity Panel, they consider open advertising and a range of other recruitment methods to attract a wide range of nominees/co-optees. Other key factors relevant to recruitment are that Board and committee membership is open to all within Creative Lives relevant constituencies but is not open to staff of Creative Lives whilst they are still in Creative Lives' employ, including people who are employed by Creative Lives on a freelance/ self-employed basis for the duration of their contract.

Board and committee members are recruited, elected or appointed in accordance with the Memorandum & Articles of Association and relevant legislation.

Appendices

Appendix A:

Letters of Understanding

Appendix B:

Trustee Role Descriptions

Appendix C:

Job Description – Voluntary Arts
Chief Executive Officer

Appendix D:

Salary System

Appendix E:

Financial Regulations and Policy

Appendix F:

Investment Policy

Appendix G:

Equal Opportunities Policy

Appendix H:

Welsh Language Policy

Appendix I:

Conflict of Interest and Gifts Policy

Appendix J:

Flexible Work Policy

Appendix K:

Volunteer Policy

Appendix L:

Protection and Safeguarding of Children
and Vulnerable Adults Policy

Appendix M:

Grievance Procedure

Appendix N:

Disciplinary Procedure

Appendix O:

Data Protection Policy

Appendix P:

Communications Policy

Appendix Q:

Expenses Guidelines

Appendix R:

Recruitment and Selection Procedure

Appendix S:

Complaints Procedure

Appendix T:

Staff Development Framework

Appendix U:

Career Break Policy

Appendix V:

Environmental Sustainability Policy

Appendix W:

Family Friendly Policies

Appendix X:

Harassment, Bullying & Sexual Harassment
Policy

Appendix Y:

Health & Safety Policy

Appendix Z:

Whistleblowing Policy

Appendix AA:

Guidelines on who Creative Lives will
accept funding from



14 Trade Street, Cardiff CF10 5DT

T: 029 20 395 395

E: info@creative-lives.org

www.creative-lives.org

Illustrations: Hollie Leddy-Flood

<https://www.behance.net/holls>

Creative Lives Charity Limited (operating as Creative Lives is registered in Scotland as Company No. 139147 and Charity No. SC 020345. Registered office: Custom Lane, 1 Customs Wharf, Leith, Edinburgh EH6 6AL.

Creative Lives acknowledges funding from Arts Council England, the Arts Council of Northern Ireland, Creative Scotland and the Arts Council of Wales.