

Welcome to

# creative england



# Board Appointment Information Pack 2014



## **CREATIVE ENGLAND**

### **BOARD APPOINTMENT INFORMATION PACK**

This pack will provide you with the information required to assist you with your application

## **CONTENTS**

- 1. Recruitment Advert**
- 2. Creative England overview**
  - 2.1 Introduction
  - 2.2 Background – Corporate Structure
  - 2.3 Vision and Objectives
- 3. Board composition and required competencies and skills of Board members**
- 4. Principal Board, corporate and individual responsibilities of Board members**
- 5. A framework for the on-going review of good corporate governance;**
  - 5.1 Board Member Competencies
- 6. How to apply**
- 7. Equal Opportunities Form**

### **Recruitment Advert**

Creative England is currently looking for new Board Members. Our organisation invests in and supports creative ideas, talent and businesses in film, TV, games and digital media. Creative England invests in and supports creative ideas, talent and businesses in film, TV, games and digital media. We aim to stimulate and encourage the brightest, the best, and those with the most promise so that individuals and businesses can achieve their full creative and commercial potential. We help identify future opportunities to grow the economy and generate jobs.

As a body in receipt of public funds Creative England strives to support and implement government policies for growth. It recognises the need to build on England's well-established centres of creative excellence while retaining sufficiently broad-ranging networks to reach out to new talent wherever it is located in the country and to help industry access new audiences and markets.

Creative England is a not-for-profit company limited by guarantee incorporated on 8<sup>th</sup> November 2011. The Board comprises executive and non-executive members and is responsible for the effective governance of the company and the fulfilment of its core objectives. Creative England works closely with Government on policy development and advocacy for the creative industries, however, the organisation is NOT a non-departmental public body, arms-length body or quango. In 2013/14 the company turnover was £9.1m.

As a Board member you will be expected to have substantial experience and knowledge, specifically within the creative sector. You will provide impartial, objective and pragmatic

advice to ensure Creative England adheres to corporate governance and compliance with relevant legislation.

Attendance at approximately 4 Board meetings a will be required and some additional time will be required to review papers. Further meetings may be convened at the discretion of the Chair. The appointment will be for a term of 3 years, with the option to be renewed for a second term. This is an unpaid position but expenses will be paid.

We are now looking for dynamic and committed experts within the sector. This is a fantastic opportunity to play a major part in boosting England's creative industries, one of the fastest growing sectors in the UK. The ideal candidate will have a demonstrable record of success sitting on high profile creative industry Boards.

Interested applicants should read through the detailed information pack before submitting a CV and covering letter explaining why they wish to be a Board member and the qualities and skills they feel they can bring to the organisation.

*UNPAID ROLE: expenses will be paid*

**DEADLINE: 14<sup>th</sup> July 2014**

**SELECTION MEETINGS:** early September

For further details visit [www.creativeengland.co.uk](http://www.creativeengland.co.uk) to download an information pack or request via [board@creativeengland.co.uk](mailto:board@creativeengland.co.uk)  
Email (as above) your CV and cover letter

**\*\*NO AGENCIES\*\***

## **Creative England Overview**

### Introduction

Creative England invests in and supports creative ideas, talent and businesses in film, TV, games and digital media. We aim to stimulate and encourage the brightest, the best, and those with the most promise so that individuals and businesses can achieve their full creative and commercial potential. We help identify future opportunities to grow the economy and generate jobs.

As a body in receipt of public funds Creative England strives to support and implement government policies for growth. It recognises the need to build on England's well-established centres of creative excellence while retaining sufficiently broad-ranging networks to reach out to new talent wherever it is located in the country and to help industry access new audiences and markets.

Creative England delivers initiatives using public funds by building partnerships to add value rather than duplicating services; intervening when there is evidence of market failure; concentrating on improving infrastructure and removing barriers; and using public subsidy to achieve the right balance between creative, cultural, social and economic impacts.

## Background - Corporate Structure

Creative England is a not-for-profit company limited by guarantee incorporated on 8<sup>th</sup> November 2011. The Board comprises executive and non-executive members and is responsible for the effective governance of the company and the fulfilment of its core objectives. Creative England works closely with Government on policy development and advocacy for the creative industries, however, the organisation is NOT a non-departmental public body, arms-length body or quango.

Creative England currently has approximately 50 employees located throughout the country supported by regional offices in Manchester, Sheffield, Brighton, Birmingham, Bristol, Pinewood Studios and Elstree Studios. In 2013/14 the company turnover was £9.1m.

## Vision and Objectives

Creative England's vision is for England's creative businesses to be the most successful and innovative in the world; providing a platform for new voices and generating jobs and economic growth that benefit the whole nation.

We do this by:

- Investing in talented people working in film, TV, games and digital media
- Growing the economy and generating jobs – particularly outside London – reflecting England's diversity
- Advocating for industry

## Creative England makes a difference by:

- Connecting talent and businesses to opportunities – money, markets and networks
- Addressing access to finance issues – we provide debt funding and seed investment
- Developing and supporting local ecosystems to provide the infrastructure for creative businesses to grow and become self-sustaining
- Acting as a catalyst to growth by identifying new markets and connecting businesses and clusters to these market opportunities
- Using the knowledge and experience we generate to champion and promote the industry and affect policy change – our advice and expertise is credible because we are on the ground, connected and active in investing and supporting these businesses

## **Board composition and required competencies and skills of Board members.**

### *Board Composition*

The Creative England Board should comprise individuals (not more than 12 in total) that demonstrate specific knowledge, skills, business expertise and experience in the content-creating industries (film, television, games, interactive media and the creative and digital services). Its members should properly represent the full range of relevant regional, sector and business interests.

Board members are elected for a term of three years but may be re-elected for a second such term.

The Board's primary function is to provide clear direction and leadership and ensure the company is run with probity and efficiency. It monitors management performance, ensures conformity to statutory duties and other such requirements, regulations and obligations, and also establishes, maintains and upholds organisational vision, mission and values, determines strategy, and ensures structure and capability are appropriate for the effective implementation of corporate objectives.

The Board should comprise an appropriate blend of executive and non-executive Directors to ensure independent thinking and impartial scrutiny.

Supporting the main board are a small number of appropriate sub-committees to ensure effective and orderly governance, including but not necessarily limited to Audit and Governance; Staffing and Remuneration; Nominations and Strategic Planning.

The Board meets at least quarterly.

#### *Board Member Qualifications*

Board members need to possess knowledge, skills and experience in some or all of the following respects:

- Be / have been in a senior influential role in a relevant sphere of activity.
- Have expert sector knowledge, with a good operational network of contacts and in-depth experience in at least one area of Creative England's work.
- Demonstrate commitment to the growth of opportunities, business and infrastructure development for the creative industries outside London.
- Demonstrate commitment to and understanding of the aims of developing regional cultural and economic prosperity.
- Have a genuine comprehension of the barriers faced by disadvantaged and socially excluded groups together with an understanding of and commitment to equal opportunities and practice.

Board members should possess the following personal qualities:

- Be an effective advocate.
- Excellent listening, analytical and comprehension skills.
- Excellent judgement and a high level of integrity.
- Be able to operate effectively as a member of a team with collective responsibility.
- Be an open-minded strategic thinker and able to take a strategic view across the full range of issues affecting Creative England.
- Be able to command trust and respect from colleagues and stakeholders.
- Have a track record of effective, timely delivery.
- Have the ability to understand complex issues and determine what is significant.

#### *Time Commitment Requirements of Non-Executive Board Members*

This is variable but is unlikely to exceed an average of two days per month.

### *Equal Opportunities*

Creative England is committed to a Board that exemplifies the diversity of the English regions and the industry it represents. It should seek to have a Board that represents a good balance of professionals of different ages, ethnicity and gender.

### *Application Process*

Board vacancies are advertised nationally and regionally. Applicants are asked to submit a CV and covering letter explaining why they wish to be a Board member and the qualities and skills they feel they can bring to the organisation. Applications are reviewed by the Chair and Chief Executive and appointments made by the Board on the formal recommendation of the Nominations Sub-Committee. The Nominations Sub-Committee also oversees the selection/election of the Chair.

## **Principal Board, corporate and individual responsibilities of Board members**

### *Board Responsibilities*

All members of the Board should conduct themselves at all times in accordance with the principles of best corporate governance including as to accountability, probity and transparency but more specifically as follows:

#### *Chair*

The Chair has responsibility for the leadership of the Board and ensuring its effective compliance with all aspects of its role. The Chair should secure good corporate governance by ensuring the Board is in full control and alert to and in compliance with its obligations at all times. The Chair should also ensure that Board members are fully briefed on the terms of their appointment and their various duties and responsibilities.

#### *Impartiality*

Creative England aspires to the highest standards of impartiality, integrity and objectivity in its activities. It should at all times use transparent and objective data, careful analysis and professional judgements in arriving at its decisions. Board members should avoid actual, potential or perceived conflicts of interest in accordance with the company's Conflicts of Interest policy. Creative England should maintain a regularly updated register of interests of Board members and their partners.

#### *Openness*

Creative England should be open and responsive in the way it conducts its affairs and comply at all times with all reasonable requests for information concerning its policies, procedures, criteria and decisions from funding bodies, users of its services and the general public.

#### *Funds*

Creative England receives funding from the BFI and from other public sources. While Creative England should decide funding priorities and allocate funds against those priorities, the conditions of funding set out by the BFI and other funders should inform the way Creative England manages and accounts for its use of public funds. Creative England is a delegated body for the administration of National Lottery funds and as such is obliged to meet all requirements laid down by the National Audit Office and the DCMS through the BFI.

### *Board Documents*

All Creative England Board documents are made available, on request, to funding partners unless confidential to Creative England (ie they relate to financial or other information concerning individuals, organisations or personnel issues). Minutes of Board meetings and its sub-committees are retained in the company's Bristol offices.

### *Legal*

The Creative England Board is responsible for ensuring compliance with relevant legislation, including employment law, health and safety, diversity and equal opportunities.

### *Decision-Making Responsibilities*

The Creative England Board has responsibility for decision-making with respect to the following matters:

#### *General*

- Broad policy issues and matters of concern to England's media industries sector;
- the company's business plan;
- changes in annual commitments and areas of activity;
- questions affecting Creative England's rights or obligations according to its Memorandum and Articles of Association;
- issues affecting relations between Creative England and other major funders;
- the appointment of Creative England Board members;
- the constitution, membership and operation of the Board's sub-committees;
- the appointment and retirement of Board members and advisors to the Creative England Board.

#### *Financial*

- the setting and monitoring of financial policy and internal controls;
- reviewing and monitoring the company's quarterly management accounts and annual forecast to ensure the business functions effectively and efficiently;
- overseeing investments within the context of the business plan ;
- overseeing the annual accounts; and,
- negotiations relating to leases or assets held.

#### *Staff*

- changes to the staffing structure and areas of responsibility;
- changes in the terms and conditions and employment of staff;
- the appointment of the Chief Executive and senior posts; and,
- recognition of staff representative bodies.

### *Corporate Responsibility*

Board members have a corporate responsibility for ensuring Creative England complies with all statutory obligations and administrative requirements regarding the use of public funds.

#### *Other responsibilities include:*

- the establishment of the overall direction of Creative England within the policy and resources framework agreed with its funding bodies;

- ensuring that high standards of corporate governance are observed and that Creative England operates within the limits of its legal authority;
- monitoring the efficiency and effectiveness of its performance against agreed objectives, strategies, and targets; and,
- meeting all legal requirements for the distribution of Lottery and other public funds.

Creative England is established under the Companies Act of 2006 and has corporate responsibility for all actions taken by Creative England Board members, including wrongful ones. This means that any liabilities incurred will be those of the company rather than individual Board members (in the absence of fraud or gross negligence).

### *Individual Responsibilities*

Individual Board members must comply at all times with the matters set out in this document and all requirements relating to the use of public funds. They must not use any information provided to them for the purpose of their role with Creative England for any other purpose including for personal benefit or to promote private interests.

All Board members should make themselves familiar with the Bribery Act 2010 and in particular what constitutes an offence for such purposes.

Creative England Board members should avoid being lobbied by media and other practitioners and should ensure that all concerns and / or complaints in this regard are directed immediately to the Chief Executive who should in turn bring the matter to the attention of the Board or one of its sub-committees. All complaints should be recorded by the Chief Executive and reported annually to the Board.

Board members are obliged to comply at all times with the various fiduciary duties imposed upon Directors pursuant to the Companies Act 2006 as well as by common law rules and equitable principles. No distinction is made in this regard between executive and non-executive Directors. The fiduciary duties in question include but are not necessarily limited to the principles of good faith and honesty and duties of skill and care. Board members should make themselves familiar with the relevant provisions of the Companies Act 2006. For present purposes the 7 main statutory duties of Directors can be summarised as follows:

1. To act within powers (ie in accordance with the company's constitution) and to only exercise powers for the purposes that they are conferred.
2. To promote the success of the company for the benefit of its members and stakeholders having consideration to:
  - i. the likely consequences of any decision in the long-term;
  - ii. the interests of the company's employees;
  - iii. the need to foster the company's business relationships with suppliers, customers and others;
  - iv. the impact of the company's operations on the community and the environment;
  - v. the desirability of the company maintaining a reputation for high standards of business conduct; and,
  - vi. the need to act fairly.
- 3 To exercise independent judgment.

- 4 To exercise reasonable care, skill and diligence.
- 5 To avoid conflicts of interest: this duty can also apply to recent former Directors.
- 6 Not to accept benefits from third parties: this duty can also apply to recent former Directors.
- 7 To make prompt and prior declaration of any actual, potential or perceived interest in any proposed transaction or arrangement.
- 8 Board members should also be familiar with The UK Corporate Governance Code (September 2012).

### **A framework for the on-going review of good corporate governance.**

#### Board Member Competencies

Requirements	Skills, Experience and Capabilities
Strategic thinker	Ability to think strategically and identify and critically assess strategic opportunities and threats, developing effective strategies Ability to identify key issues and develop appropriate policies to define the parameters within which the organisation should operate
Financial acumen	Qualifications in accounting and finance Ability to analyse key financial statements Ability to critically assess financial viability and performance Provide an overview of financial planning oversee budgets and the efficient use of resources ensure funding arrangements applied and accountability
Risk Management	Ability to identify key risks to the organisation and regularly monitor risk and compliance
Corporate Governance	Knowledge and experience of best practice in corporate governance
Executive management experience	Experience of appointing and evaluating the performance of the Chief Executive and other senior executives Oversee strategic human resource Oversee and support organisational change
Commercial	Broad range of commercial/business practice Understanding the needs of creative SMEs
Reputation and Contacts	High level of reputation and networks in creative industries, sector stakeholders, government and industry leaders Ability to influence key stakeholders, industry leaders and others
Thinking	Critical, open and innovative thinkers

## How to apply

Please apply by CV and cover letter, explaining why you wish to be a Board member and the qualities and skills you feel they can bring to the organisation. Please ensure that you meet the criteria set out in the information pack.

Please send applications by email to [board@creativeengland.co.uk](mailto:board@creativeengland.co.uk) , or by post (registered only) to: Caroline Hinds, HR and Operations Manager by **14<sup>th</sup> July 2014** to Creative England, The Greenhouse, Pod52, MediaCityUK, M50 2EQ. Selection meetings will be held in early September, venue to be confirmed.

Whilst we will endeavour to contact all candidates it is company policy to only contact shortlisted candidates. If you have not heard within 3 weeks of the deadline, please consider you have been unsuccessful in securing an interview.

Creative England is committed to a Board that exemplifies the diversity of the English regions and the industry it represents. Applications are welcomed regardless of gender, age, marital status, disability, religion, ethnic origin, political opinion, sexual orientation or whether or not you have dependents.

**Equal Opportunities Monitoring**

We keep this information to make sure that we are complying with all our legal responsibilities and in order to ensure that we are attracting candidates from all sections of the community. Filling in this section of the form is voluntary, and none of this information is used to shortlist or select candidates. This information will be kept strictly confidential and used solely for monitoring purposes. It is entirely optional.

**Please circle as appropriate**

**Your Sex:**                      Male                      Female

**White**

British

Irish

Any other white background, please write in \_\_\_\_\_

**Mixed**

White & Black Caribbean

White & Black African

White & Asian

Any other Mixed background, please write in \_\_\_\_\_

**Asian or Asian British**

Indian

Pakistani

Bangladeshi

Any other Asian background, please write in \_\_\_\_\_

**Black or Black British**

Caribbean

African

Any other Black background, please write in \_\_\_\_\_

**Chinese or other ethnic group**

Chinese

Any other background, please write in \_\_\_\_\_

Do you identify as disabled? **Y/N (please delete where appropriate)**

The Disability Discrimination Act (1995) defines a disabled person as someone with “a physical or mental impairment, which has a substantial and long-term adverse effect on his ability to carry out normal day-to-day activities”.

**Your Age:** I currently fall into the following age group

16-24     25-34     35-44     45-54     55-64     65+

**Where did you find out about this vacancy ?**

please state where you saw it \_\_\_\_\_

*Creative England promotes cultural diversity and equal opportunities for all*

**creative  
england**

