

CREATE DIRECTORS - TERMS OF REFERENCE

The board and staff recently published [Connect Create Change: Leading Collaborative Arts in Ireland](#) which outlines Create's direction in the period up to 2025. As non-executive volunteers, the directors have devolved much responsibility to the Chief Executive, having ensured adequate systems and policies are in place for employment, equality, health & safety, data protection and risk management. The board is satisfied that the organisation is compliant in procurement, financial reporting and in the quality of the activities and services it provides.

In keeping with organisational strategy, which takes an intersectional approach to diversity acknowledging how multiple forms of discrimination (e.g. gender, class, ethnicity, disability, age) can combine and overlap in the experiences of individuals and minority groups, Create welcomes different insights and perspectives to its deliberations and diversity is an important consideration. Experience and qualifications particularly expertise in the arts, community engagement, diversity and inclusion, and business management and development are skills reflected in the board.

New directors are nominated to enhance the board as a unit and are encouraged to help advance both the organisation and collaborative arts practice, rather than representing any particular constituency. Nominees undergo induction into their legal obligations and company operations, strategy and financial performance.

APPROACH TO GOVERNANCE

"Good governance involves putting in place systems and processes to ensure that your charity achieves its charitable objectives with integrity and is managed in an effective, efficient, accountable and transparent way." Create's board is compliant with the Charity Regulator's Governance Code.

Create's board of directors adhere to principles of loyalty, integrity, disclosure of interests, confidentiality, impartiality, fairness and independence. A full statement of responsibilities is included in an internal *Code of Conduct for Directors and Officers*, which also includes details of how the board operates.

The board can have up to 12 members, with 8-10 considered the optimal size, and can fill vacancies as they arise, otherwise new members are elected at AGM. The constitution allows the company to determine how board rotation works; currently one-third retire at AGM, being the longest serving. The nomination process is outlined in the *Code of Conduct for Directors and Officers*.

- Attend 5/6 board meetings annually, held in Dublin on the last Tuesday of the month, starting at 10.30am and finishing by 12.30pm - to prepare, board packs are issued 10 days in advance
- Contribute to decision-making and share responsibility for decisions and actions – the board retains a schedule of items reserved for its decision and notes management's recommendations
- Represent Create as an ambassador and try to keep up with relevant issues – our events are promoted at www.create-ireland.ie - representation is agreed in advance with the Chair or CEO
- Contribute to work groups or committees relevant to your expertise – currently we have active groups for strategy, for HR and governance; we plan to have a sub-group for finance.

ABOUT CREATE

Create is the national development agency for collaborative arts. We have over 30 years' experience of leading this practice in Ireland and internationally. Founded in 1983, Create came into existence to support a growing network of community-based artists and activists who shared a sense of commitment to the empowering potential of the arts and cultural democracy. C.A.F.E., as it became known, grew into Create, which today is the resource organisation for collaborative arts practice.

Create provides information, training, advice and other supports aimed at building the capacity of collaborative and socially engaged arts practice and ensuring high quality artistic experiences and participation. We operate across all artform areas and in a range of social and community contexts.

Our vision is of a society that values its artists and invests in the active participation of diverse publics in multiple forms of artistic and cultural expression.

Our mission is to lead the development of collaborative arts practice by enabling artists and communities to create exceptional art together.

OUR VALUES

In our programmes, the delivery of our services, our decision-making, and our organisational behaviour, Create strives to be:

- **Open:** We welcome diverse perspectives that challenge our thinking and enrich our practice
- **Adaptive:** We are responsive in our work; continuously developing to best support the interests and needs of artists and communities in this evolving field
- **Innovative:** We value artistic experimentation and risk-taking and work in a spirit of creative solidarity with artists and communities
- **Informed:** We stay attuned to broader socio-cultural and political developments as they unfold in community contexts and are reflected in artists' practices
- **Engaged:** We value the richness of cross-sectoral alliances and artistic partnerships, promoting engaged cultural action, critical debate and experiential learning

OUR WORK

We implement our mission by:

- Leading best *and next* practice in collaborative arts
- Shaping supports for collaborative artists to develop their practice and realise projects of cultural value and social significance
- Connecting with a range of stakeholders and partners to form a diverse ecology that values and resources collaborative arts
- Engaging in the developmental work necessary to support cultural diversity in collaborative arts
- Conducting research, communication and related actions that connect collaborative practice to policy in an Irish and international context
- Advocating the distinctive cultural value of collaborative arts practice and its significant contribution to artistic, social, and civic life
- Ensuring that Create itself is appropriately and sustainably resourced to secure a work programme of ambition, quality and breadth