



Job Description: **Director of LENS**

## **Background**

The LENS is a network of people who believe in the benefits of creative and cultural engagement to individual and collective wellbeing.

By working in partnership and acting as a critical friend, The LENS will champion access to creative and cultural opportunities for all.

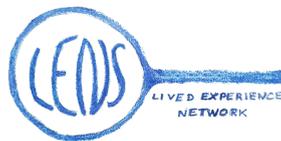
The LENS will work to ensure that the voices of those with lived experience remain at the heart of the arts, health and wellbeing movement.

LENS has an existing partnership with the Culture, Health & Wellbeing Alliance – a free membership organisation that seeks to support everyone who is invested in the relationship between creativity, cultural engagement, health and wellbeing. The LENS has an observer role on CHWA's board, and works with CHWA's own regional champions. The LENS also has a partnership with the National Centre for Creative Health - a strategic body influencing health and social care and wider systems and structures. These partnerships are beneficial to the development of all three organisations.

LENS currently receives nominal financial support from the Culture, Health & Wellbeing Alliance (CHWA) to cover the travel expenses for its Steering Group to meet four times a year, as well as administrative and advisory support.

Prior to lockdown, the Steering Group met at the same time and place as the Steering Group for CHWA to help the two organisations remain aligned in their ambitions.

You can read more about CHWA at [culturehealthandwellbeing.org.uk](http://culturehealthandwellbeing.org.uk) and the LENS at <https://www.culturehealthandwellbeing.org.uk/get-involved/lens>



## Your role as a Director

Please see the full [guide to governance in a CIC](#).

*This is an excerpt from the Companies House guidance to being a Director of a CIC:*

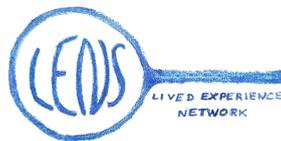
As with any other company, the directors of a CIC occupy an important position of trust and general company law imposes on them a range of duties to the company and other responsibilities. The directors (and in some circumstances the secretary) are also responsible for ensuring that the company meets its statutory and other obligations. In some cases the company can hold the directors personally responsible for defaults and can be prosecuted or subject to disqualification proceedings.

In addition to these general responsibilities, CIC directors (and, when they take collective decisions about the company, members) are also responsible for ensuring that the company is run in such a way that it will continue to satisfy the community interest test. In practice, this will mean having regard to the interests of the community the CIC is intended to serve, and in some cases giving more weight to those interests than to generating financial returns for investors in the company.

In most companies the day to day management of the company is in the hands of the board of directors although certain functions may be delegated to specific directors, such as the chief executive or financial director, or reserved to the members. As a company gets larger the direct control of daily activities by directors becomes more difficult and functions have to be delegated to employees. It is essential to good governance that the directors clearly establish the lines of delegation. The authority and responsibility of those given delegated power need to be established and systems of control, including where appropriate internal audit, must be set up.

It must be remembered that the term director includes anyone who performs the role of a director whether formally appointed or not. A person who directs the policy and makes major decisions with regard to the company may therefore be regarded as a de facto director or a person upon whose instructions the appointed directors act (excluding those giving professional advice) may be regarded as a shadow director. It is therefore particularly important with CICs where stakeholders are encouraged to participate in running the organisation to clearly establish people's respective roles (see Chapter 9.2).

It is also important not to take on the role of director lightly; it is not a matter of status but a commitment to take on an important role and obligations. In particular, it should be noted that, while it is often a good idea to have "non-executive" directors, who do not work full-time in the business, but who have particular skills and experience and can contribute an independent perspective to the management of the company, if things go wrong (particularly if they have not performed their duties diligently) they may well be held equally liable for any consequences with the "executive" directors.



## **Founding Directors**

Although LENS has been in existence for some months, it is only now becoming an independent organisation and as such is at the point of putting its first policies into place.

We are seeking two new Directors to join our existing two Directors in order to:

- manage the process of establishing a new CIC
- fundraise
- develop a collection of organisational policies, e.g. diversity and inclusion, fundraising, the environment etc.
- support the LENS Steering Group
- continue working with the Culture, Health & Wellbeing Alliance where appropriate
- ensure that the voice of lived experience is heard and represented by us and by our partners including the Culture, Health & Wellbeing Alliance
- ensure that a conception of inequalities and health inequalities in particular is at the forefront of what we do

## **Your commitment**

We are seeking a Director to serve for a three-year term, with the option to extend this. We are open to negotiation on this initial term for Director, but would require a year's commitment as an absolute minimum.

This is an unpaid role.

We will hold Board meetings four times a year. In the first six months of the organisation we anticipate higher levels of activity between meetings for the new Board, which should settle once the initial structures and policies are in place. At present we plan to rotate the locations of our Board meetings around the country. We may need to operate the first several meetings remotely. After this we will continue to ensure the option of remote attendance is available at meetings where possible. Meetings will take 3 hours if largely in person, or 1.5 hours if online. We hope to arrange opportunities to see projects related to the work before or after meetings.

## **Director Person Specification**

The Director must have:

- Lived Experience and a passion for the benefits of creativity and cultural engagement on wellbeing and health
- A commitment to the CIC and its objectives
- A commitment to the 7 Nolan principles of public life: Selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of being a Director
- A willingness to devote the necessary time and effort to their duties as a Director
- Strategic vision
- Good, independent judgment
- An ability to think creatively
- Willingness to speak their mind
- An ability to work effectively as a member of a team



We are specifically interested in applications from individuals who wish to become the Chair or the Treasurer - please see further details on these roles below. We are also interested in applications from individuals that offer specific skills that may be beneficial to the group, not limited to:

- Accountancy / Finance
- Law (specifically legislation affecting CICs)
- Business management
- Fundraising

**The LENS is committed to creating an inclusive board. We would particularly welcome applications for board members from ethnic minority backgrounds, young board members, and board members who identify as disabled.**

### **Remuneration**

This is an unpaid role. We undertake to reimburse reasonable travel expenses to attend meetings, but we ask that Directors book advance second-class travel in a timely fashion to minimise cost. Please note that we encourage the use of public transport wherever possible, but will reimburse petrol costs if there is no alternative means of travel available, or if your access needs require the use of private transport. We will cover these costs through our partners at the Culture, Health & Wellbeing Alliance for the first 6 months of the organisation. Thereafter we hope that LENS will have its own source of funding.

### **Application process**

To apply to become a Director of the LENS, please visit the following webpage:

<https://www.culturehealthandwellbeing.org.uk/news/general-news/become-director-lived-experience-network>

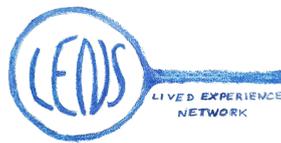
Alternatively, email coordinator Arthur Mactaggart at [info@the-lens.org.uk](mailto:info@the-lens.org.uk) or Victoria Hume, Director of the Culture, Health & Wellbeing Alliance, at [victoria@culturehealthandwellbeing.org.uk](mailto:victoria@culturehealthandwellbeing.org.uk)

Applications will be reviewed by the steering group of the LENS with support from Victoria Hume of CHWA.

**We will be appointing a Chair and Treasurer as soon as possible. If you would like to be considered for one or more of these roles please indicate this in your application letter.**

Please read the Job Descriptions below for these roles.

**Directors will be required to sign form CIC36 and submit their details including their email, address, and date of birth to the LENS for submission via the Companies House online portal.**



## **THE ROLE OF THE HONORARY OFFICERS**

The Board has a number of honorary roles appointed from the Board membership in order to ensure the effective running of the Board and that it is able to meet its obligations and responsibilities.

The 'honorary officers' are Chair and Treasurer. They are usually elected by the members of the board of directors. Unless the board has explicitly delegated decision-making powers to the honorary officers, they should act in an advisory capacity and take care to report their activities to the full board to prevent the other directors feeling excluded by, the inner group. The governing document may give the honorary officers specific roles, functions and responsibilities.

### **The Chair**

The role of the Chair extends well beyond drawing up the agenda and chairing the meetings of the board of directors. The Chair has to take a leadership role in ensuring that the board of directors fulfils its responsibilities for the governance of the organisation. S/he must also work closely with the employees to support them in achieving the aims of the organisation, and act as the channel of communication between directors and staff.

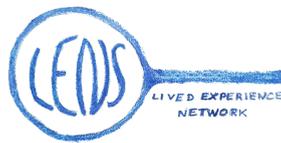
The Director may act as a figurehead of the organisation and represent it at functions, meetings and in the press and broadcasting media. Other tasks include authorising action to be taken between meetings of the full board, signing cheques and legal documents.

### **Job description for a Chair**

The role of the Chair is to lead the board of directors, ensuring that it fulfils its responsibilities for the governance of the organisation. The Chair's role is also to work in partnership with the employees, helping her or him achieve the aims of the organisation; and to optimise the relationship between the board of Directors and the staff.

The responsibilities of the Chair will include:

- providing leadership for the board of directors in their role of setting the strategy and policy of the organisation
- planning the annual cycle of board meetings
- setting agendas for board meetings
- chairing board meetings
- monitoring that decisions taken at meetings are implemented
- presenting the organisation at functions and meetings, and acting as a spokesperson as appropriate
- liaising with the employees to keep an overview of the organisation's affairs and providing support as appropriate leading the process of appraising the performance of the employees
- sitting on appointment and disciplinary panels.



### **Person specification for a Chair**

In addition to the qualities needed by all directors, the Chair should also possess the following:

- leadership
- experience of committee work, tact and diplomacy
- good 'people' skills
- impartiality, fairness and the ability to respect confidences
- knowledge of the type of work undertaken by the organisation and a wider involvement with the voluntary sector and other networks.

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### **The Treasurer**

The Treasurer will assist other directors to perform their financial duties, by interpreting and explaining accounting requirements, ensuring that the board receives reports containing the information directors need in an 'easy to understand' format, and helping directors guide any other professional advisers they have appointed.

#### **Job description for a Treasurer**

The overall role of a Treasurer is to maintain an overview of an organisation's affairs, ensuring its financial viability and ensuring that proper financial records and procedures are maintained.

The tasks of a Treasurer will include:

- preparing and presenting financial reports to the board on a regular basis, including projected cash-flow where necessary
- keeping the board aware of its financial responsibilities
- ensuring that the organisation's accounts are prepared in a suitable format
- ensuring that the accounts and financial systems are audited as required by law
- liaising with the auditors/independent examiners.

The responsibilities of the Treasurer will include:

- Supporting directors and members of the steering group in the preparation and presentation of budgets, accounts and financial statements
- Being assured that the financial resources of the organisation meet its present and future needs
- Ensuring that the organisation has an appropriate reserves policy
- Ensuring that appropriate accounting procedures and internal financial controls are in place
- Liaising with group members about financial matters
- Advising on the financial implications of the organisation's strategic plan
- Ensuring that the organisation has an appropriate investment policy where necessary



- Monitoring the organisation's investment activity and ensuring its consistency with the organisation's policies and legal responsibilities
- Ensuring that there is no conflict between any investments held and the aims and objectives of the organisation
- Ensuring that the accounts are prepared in the form prescribed by the Home Office regulations, included in the annual report and submitted to the relevant statutory bodies
- Ensuring that the accounts are audited in the manner prescribed by the Home Office regulations, and any recommendations of the auditors implemented
- Keeping the board informed about its financial duties and responsibilities
- Contributing to the fundraising strategy of the organisation
- Making a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent and easily understandable way
- Sitting on appraisal, recruitment and disciplinary panels as required.

### **Person specification for a Treasurer**

In addition to the qualities needed by all directors, the Treasurer should also possess the following:

- Financial experience and business planning skills
- Some experience of organisation finance and fundraising
- The skills to analyse proposals and examine their financial consequences
- A preparedness to make unpopular recommendations to the board
- A willingness to be available to give financial advice and answer enquiries from any staff or volunteers on an ad hoc basis.