

GOVERNANCE POLICIES

ADVOCACY POLICY

1. Objective

- 1.1. This policy is designed to help SK Arts achieve the organization's objectives as articulated in *The Arts Board Act, 1997* and strategic plan through effective and appropriate engagement with the Government of Saskatchewan.

2. Definitions

- 2.1. “**Advocacy**” refers to efforts by SK Arts to encourage support for the arts in Saskatchewan and SK Arts.
- 2.2. “**Agency**” refers to the SK Arts.
- 2.3. “**Board**” refers to the Board of Directors of SK Arts.
- 2.4. “**Chair**” refers to the Chair of the Board of Directors of SK Arts.
- 2.5. “**Director**” refers to an individual member of the Board of Directors of SK Arts.
- 2.6. “**Minister**” refers to the Minister of the Saskatchewan government responsible for SK Arts.

3. Policy Statement

- 3.1. SK Arts is an Agency created and financially supported by the Saskatchewan government. The Agency operates independently in the management and administration of its programs and activities but is accountable to the Saskatchewan government for the achievement of the Agency's mandate.
- 3.2. Under *The Arts Board Act, 1997*, the Board of Directors may advise and advocate to the Minister on matters concerning the Agency and on matters pertaining to the arts generally.
- 3.3. Advocacy is one component of communications, and as such this policy must be interpreted within, and be consistent with, the Communications Policy of SK Arts.

4. Roles and Responsibilities

- 4.1. The Board will:
 - 4.1.1. Ensure the Minister responsible is informed of the work of the Agency as required under the Act.
 - 4.1.2. Ensure that advocacy efforts and strategies are consistent and respectful of the Agency's relationship with the Saskatchewan government, are included in the Agency's strategic and operational plans, and are approved by the Board.
- 4.2. The Chair of the Board will:
 - 4.2.1. Consistent with the Communications Policy, play the lead role in relations with the Minister responsible for SK Arts on strategic or policy issues.
- 4.3. The Chief Executive Officer will:

4.3.1. Support the Board and the Chair of the Board in their advocacy efforts.

4.3.2. Play a lead role, on behalf of the Agency, in relations with the Ministry responsible on Agency operational issues.

5. Communicating the Policy

5.1. This policy requires no special communication procedures other than inclusion in the Board of Director's Governance Policies.

6. Review and Evaluation

6.1. This policy will be reviewed annually.

Section:	Governance Policies
Title:	Advocacy Policy
Date Enacted:	June 2012
Last Reviewed:	July 2022
Scheduled for Review:	Annually
Reviewed:	

GOVERNANCE POLICIES

CODE OF CONDUCT

1. Objective

- 1.1. This policy is designed to ensure that all Directors of SK Arts are aware of, and respect, their responsibilities with regard to the standards of conduct and commitments expected of Directors of the Agency.

2. Definitions

- 2.1. “**Agency**” refers to SK Arts.
- 2.2. “**Board**” refers to the Board of Directors of SK Arts.
- 2.3. “**Chair**” refers to the Chair of the Board of Directors of SK Arts.
- 2.4. “**Chief Executive Officer**” refers to the person responsible for the effective and efficient operation of SK Arts, who serves as a liaison between the Board and staff and has such duties as may be delegated to them from time to time by the Board, including the day-to-day administration of the Agency and making operational decisions within the executive limits set by the Board.
- 2.5. “**Director**” refers to an individual member of the Board of Directors of SK Arts.
- 2.6. “**Minister**” refers to the Minister of the Saskatchewan government responsible for SK Arts.
- 2.7. “**Staff**” refers to individuals engaged by SK Arts who are in receipt of or entitled to remuneration for labour or services rendered by them for the benefit of the Agency and includes the Chief Executive Officer.
- 2.8. “**Stakeholders**” refers to members of the arts community in Saskatchewan and organizations and individuals funded by SK Arts.

3. Policy Statement

- 3.1. The Province of Saskatchewan expects the Directors of crown corporations, agencies, Boards and commissions to maintain high standards of honesty, integrity, impartiality, and ethical conduct, and officials must be constantly aware of the need to avoid situations which might result either in actual or perceived misconduct or conflict of interest, and to conduct themselves, in their official and personal relations, in a manner which commands the respect and confidence of their fellow Directors.
- 3.2. The public trust held by Directors of SK Arts demands a high standard of conduct known as fiduciary duties, which embodies concepts of integrity, fidelity, confidence, fairness, due diligence, non-competition and good faith.
- 3.3. This policy is not intended as a stand-alone policy. It does not embody the totality of SK Arts’ Board of Directors ethical standards, nor does it answer every ethical question or issue that might arise. Rather, it is one element of a broader effort to create and maintain a quality organization that gives personal and professional ethical conduct the highest priority expected of Directors.

4. Roles and Responsibilities

- 4.1. Directors will act within *The Arts Board Act, 1997* and other laws and abide by the policies and procedures of the organization. This includes having an understanding of the contents of *The Arts Board Act, 1997* and the Agency's governance policies and procedures.
- 4.2. Directors will support the objectives and mission of SK Arts, championing it, using any skills or knowledge they have to further that mission, and seeking expert advice where appropriate. They will also seek to do what additional work they can outside of Board meetings, including sitting on Board committees.
 - 4.2.1. Directors will attend, in-person or electronically, all appropriate meetings and other appointments at SK Arts as required in their position on the Board of Directors and as Committee members. Directors shall not be absent for more than two meetings without valid reason acceptable to the Chair of the Board.
 - 4.2.2. Directors will prepare fully for all meetings and work in the best interest of the organization. This will include reading papers, questioning anything they do not understand, and thinking through issues before meetings.
 - 4.2.3. Directors will actively engage in discussion, debating and voting in meetings, contribute in a considered and constructive way, listen carefully, challenge sensitively and avoid conflict.
- 4.3. Directors will participate in collective decision-making, accept a majority decision of the Board, and will not act individually unless specifically authorized to do so by a Board motion.
- 4.4. Directors will respect organizational, Board, and individual confidentiality while never using confidentiality as an excuse not to disclose matters that should be transparent and open.
- 4.5. Directors will develop and maintain a sound and up-to-date knowledge of SK Arts and its environment. This will include an understanding of how the Agency operates, the social, political and economic environment in which it operates, and the nature and extent of its work.
- 4.6. Directors will use SK Arts' resources responsibly, and when claiming expenses will do so in line with the Agency's procedures.
- 4.7. Directors will seek to be accountable for their actions as a Director of the Agency and will submit themselves to whatever scrutiny is appropriate.
- 4.8. Directors accept responsibility to ensure that the Agency is well run and will raise issues and questions in an appropriate and sensitive way to ensure that this is the case.
- 4.9. Directors will act in the best interests of SK Arts as a whole, and not as a representative of any group or cause, considering what is best for the Agency and its present and future beneficiaries, and avoiding bringing the Agency into disrepute.
- 4.10. Directors will not put themselves in a position where their personal interests conflict with their duty to act in the interests of the organization. Where there is a conflict of interest, they will ensure that this is managed effectively in line with Agency's conflict of interest policy.

Directors understand that a failure to declare a conflict of interest shall be considered a breach of this code.

- 4.11. Directors will actively contribute towards improving the governance of the Board of Directors, participating in orientation and training and sharing ideas for improvement with the Board.
- 4.12. Directors will endeavour to work considerately and respectfully with all those they come into contact with at the Agency. Directors will respect diversity, different roles and boundaries, and avoid giving offence.
- 4.13. Consistent with the Communications Policy, Directors will not make public comments about the organization unless authorized by a Board motion. Any public comments Directors make about the Agency will be considered and in line with organizational policy, whether Directors make them as an individual or as a Director.
- 4.14. Directors understand that a substantial breach of any part of this code may result in procedures being put in motion that may result in their being asked to resign from the Board of Directors.
- 4.15. Should this happen, the Director will be given the opportunity to be heard. In the event that the Director is asked to resign from the Board, they will accept the majority decision of the Board in this matter and resign at the earliest opportunity.
- 4.16. If a Director wishes to cease being a Director of SK Arts at any time, they will inform the Board Chair and the Minister in advance in writing, stating their reasons for leaving.

5. Communicating the Policy

- 5.1. This policy requires no special communication procedures other than inclusion in the Board of Director's Governance Policies.

6. Review and Evaluation

- 6.1. This policy will be reviewed annually.

Section:	Governance Policies
Title:	Code of Conduct
Date Enacted:	June 2012
Last Reviewed:	July 2022
Scheduled for Review:	Annually
Reviewed:	

GOVERNANCE POLICIES

EXPENSE POLICY

1. General

- 1.1. This policy applies to activities attended by the Board as part of their defined roles and responsibilities. Activities are to be requested and authorized by the Board Chair and/or Chief Executive Officer.
- 1.2. The following guidelines have been written referencing the Treasury Board's General Management Policies: Financial Management and Administration, sections 5000, 5005 and 5010. They apply to travel both within and outside of the province.
- 1.3. Claims are to be submitted on the Director Expense Claim Form .

2. Definitions

- 2.1. **"Agency"** refers to the SK Arts.
- 2.2. **"Board"** refers to the Board of Directors of SK Arts.
- 2.3. **"Chair"** refers to the Chair of the Board of Directors of SK Arts.
- 2.4. **"Chief Executive Officer"** refers to the person responsible for the effective and efficient operation of SK Arts, who serves as a liaison between the Board and staff and has such duties as may be delegated to them from time to time by the Board, including the day-to-day administration of the Agency and making operational decisions within the executive limits set by the Board.
- 2.5. **"Director"** refers to an individual member of the Board of Directors of SK Arts.
- 2.6. **"Expenses"** refers to costs incurred related to an authorized meeting or activity for which the Director would be reimbursed, paid according to rates authorized by the Government of Saskatchewan.
- 2.7. **"Honouraria"** refers to the rate of compensation for time spent at an authorized meeting or activity, paid according to rates authorized by the Government of Saskatchewan.
- 2.8. **"Meals Per Diem"** refers to the meal allowance for each calendar day of a meeting or activity. A Director is not entitled to the allowance when meals are provided, such as meals served en route or provided during the activity. Per diems are paid according to rates authorized by the Government of Saskatchewan.
- 2.9. **"Mileage"** refers to the rate paid for person vehicle travel between home base and meeting or activity location. Distance is based on the Saskatchewan highway maps destination to destination mileage figure, paid according to rates authorized by the Government of Saskatchewan.
- 2.10. **"Staff"** refers to individuals engaged by SK Arts who are in receipt of or entitled to remuneration for labour or services rendered by them for the benefit of the Agency and includes the Chief Executive Officer.

- 2.11. **“Travel Time”** refers to the time spent travelling from home base to meeting or activity location. Travel time will be paid by the honouraria rate: full day honouraria for 5-8 hours of travel, a half day for travel less than 5 hours, and no honouraria will be paid for distances within one hour travel time, as authorized by the Government of Saskatchewan.

3. Honouraria and Expenses

- 3.1. Activities for which honouraria and expenses will be paid (including but not limited to): Board meetings, committee meetings (committee members will receive honourarium and expenses, other Directors auditing will receive expenses only), special meetings with partners, Cabinet Ministers, etc., agency participation at events where official representation has been requested by the Board Chair and/or the Chief Executive Officer.
- 3.2. A full day of attendance is considered 5-8 hours, less than five (5) hours of attendance will be paid the half day honouraria.
- 3.3. Directors will not be paid in advance for work not yet performed. Payment will be made by cheque sent via Canada Post unless by special arrangement. Cheques for travel and/or honouraria will not be issued without authorization.
- 3.4. Any expenses other than meals and mileage must be supported by original vouchers or receipts in order to be reimbursed. For these items such as taxis or parking, original receipts must be submitted in advance of the expense being reimbursed.
- 3.5. Taxi charges must be supported by receipts showing the details of each trip: amount charged, date, location, departure and destination points.

4. Accommodations

- 4.1. Hotel accommodations or lodging will be offered if the travel time to and from the meeting requires the Director to leave home before 8:00 am and/or return home later than 10:00 pm.
- 4.2. Accommodation will be provided for one evening immediately before or after the activity. Any additional night(s) accommodation must be approved by the Board Chair, otherwise payment for extra nights of accommodation would be the responsibility of the Director.
- 4.3. Hotel accommodations will also be arranged if the total time involved for travel and meeting is 10 hours or more or in the event that bad weather would make travel home dangerous.
- 4.4. Directors staying at a private residence will be reimbursed at the negotiated rate. No receipt is necessary, but it must be documented on your travel expense claim form.
- 4.5. Whenever possible, staff will arrange the accommodations in an effort to obtain the best rate available.

5. Meals

- 5.1 For each calendar day or pro-rated thereof, a Director shall be paid a per diem in accordance with the rates used by the Government of Saskatchewan and the employees of SK Arts. A Director is not entitled to the allowance when meals are provided, such as meals served en route or provided during the activity.

6. Transportation

- 6.1. For authorized use of private vehicles, such as when carpooling cannot be arranged or when the use of private vehicle is more cost-effective than plane or bus, the total number of kilometers travelled for arrival to and return from the activity is to be entered on the expense claim form.
- 6.2. The amount of the transportation claimed must not exceed the cost of economy airfare.
- 6.3. For authorized travel by air, the lowest economy rate will be booked by the Agency.
- 6.4. Any additional costs associated with the flight, such as seating requests or fees from Director-requested changes, are to be paid by the Director.
- 6.5. The cost of one checked bag, where applicable, can be expensed by the Director. An original receipt will need to be provided with the Expense Claim form.

7. Roles and Responsibilities

- 7.1. Directors will:
 - 7.1.1. Be responsible for any damage or theft that may have occurred to private possessions or vehicle, including parking tickets or traffic offenses, while conducting Agency business.
 - 7.1.2. Not claim any expenses related to personal business, entertainment or travel with family or companions as Board expenses.
 - 7.1.3. In the event of prior arranged hotel accommodations not being required, Directors are responsible for cancelling the reservation by calling the SK Arts office or the hotel directly. If accommodations are not cancelled, Directors may be responsible for the charges.
 - 7.1.4. If Directors wish to make alternate accommodation arrangements, they will be responsible for making their own arrangements and paying all associated costs. They will be reimbursed at the negotiated hotel rate, not including GST.
- 7.2. The Board Chair will:
 - 7.2.1. Approve submitted claims. If the Chair is not available, the Vice Chair can provide approval.
 - 7.2.2. Not approve their own claims. The Chair is to submit expense claims to the Vice Chair for approval.
- 7.3. The Chief Executive Officer and staff will:
 - 7.3.1. Facilitate the approval and payment of submitted and eligible expenses. Once submitted for payment, the claim will be paid by cheque and sent via Canada Post unless other arrangements are made.
 - 7.3.2. Not issue cheques for honouraria or expenses without authorization.

8. Communicating the Policy

8.1. This policy requires no special communication procedures other than inclusion in the Board of Director's Governance Policies.

9. Review and Evaluation

9.1. This policy will be reviewed annually.

Section:	Governance Policies
Title:	Expense Policy
Date Enacted:	June 2014
Last Reviewed:	July 2022
Scheduled for Review:	Annually
Reviewed:	

GOVERNANCE POLICIES

RISK MANAGEMENT POLICY

1. Objective

- 1.1. This policy sets out the relevant standards and commitments expected of Directors and staff with regard to risk management at SK Arts. The purpose of this policy is to ensure a sound understanding and consistent application of risk management practices within the Agency.

2. Definitions

- 2.1. “**Agency**” refers to SK Arts.
- 2.2. “**Board**” refers to the Board of Directors of SK Arts.
- 2.3. “**Chief Executive Officer**” refers to the person responsible for the effective and efficient operation of SK Arts, who serves as a liaison between the Board and staff and has such duties as may be delegated to them from time to time by the Board, including the day-to-day administration of the Agency and making operational decisions within the executive limits set by the Board.
- 2.4. “**Director**” refers to an individual member of the Board of Directors of SK Arts.
- 2.5. “**Risk**” is the potential that a chosen action or activity (including the choice of inaction) will lead to a loss or an undesirable outcome. Almost any endeavor carries some risk, but some have more inherent risk than others. Risks may be financial, legal, reputational or other.
- 2.6. “**Risk management**” refers to the identification, assessment, and prioritization, followed by coordinated and economical application of actions and/or resources to mitigate, monitor, and control the probability and/or impact of risks.
- 2.7. “**Staff**” refers to individuals engaged by SK Arts who are in receipt of or entitled to remuneration for labour or services rendered by them for the benefit of the Agency and includes the Chief Executive Officer.

3. Policy Statement

- 3.1. SK Arts holds the welfare of the Agency, its staff and volunteers, and its beneficiaries as a high priority in all its operations. Since risk is inherent in all of the Agency’s activities, it is the objective of the Agency to establish and maintain a risk management program that will:
 - 3.1.1. Preserve and protect the health and safety of employees and volunteers.
 - 3.1.2. Maintain the continuity of the mission of the Agency.
 - 3.1.3. Preserve and maintain the property (including intellectual property), assets, reputation and goodwill of the Agency.
 - 3.1.4. Adequately insure the Agency against loss (general insurance, liability insurance).
 - 3.1.5. Ensure compliance with professional, legal and ethical standards.

- 3.1.6. Ensure that management, employees and volunteers execute their responsibilities with due care while exercising reasonable judgment.

4. Roles and Responsibilities

4.1. The Board of Directors will:

- 4.1.1. Direct the Chief Executive Officer to prepare an annual risk management plan for Board approval.
- 4.1.2. Require the Chief Executive Officer to keep the Board promptly informed on any emerging issues that pose a significant risk to the Agency, and to seek the Board's input and direction on next steps to mitigate identified risks.

4.2. The Chief Executive Officer will:

- 4.2.1. Ensure development of an annual risk management plan.
- 4.2.2. Seek Board approval for the annual risk management plan, and ensure implementation of the plan.
- 4.2.3. Be accountable to the Board of Directors for risk management by providing the Board of Directors with timely and relevant information on significant existing and emerging risks so that the Board can effectively fulfill its risk management responsibility.

5. Communicating the Policy

- 5.1. This policy requires no special communication procedures other than inclusion in the Board of Directors' Governance Policies.

6. Review and Evaluation

- 6.1. This policy will be reviewed annually.

Section:	Governance Policies
Title:	Risk Management Policy
Date Enacted:	June 2012
Last Reviewed:	July 2022
Scheduled for Review:	Annually
Reviewed:	