

The Creative UK Group

How we are run

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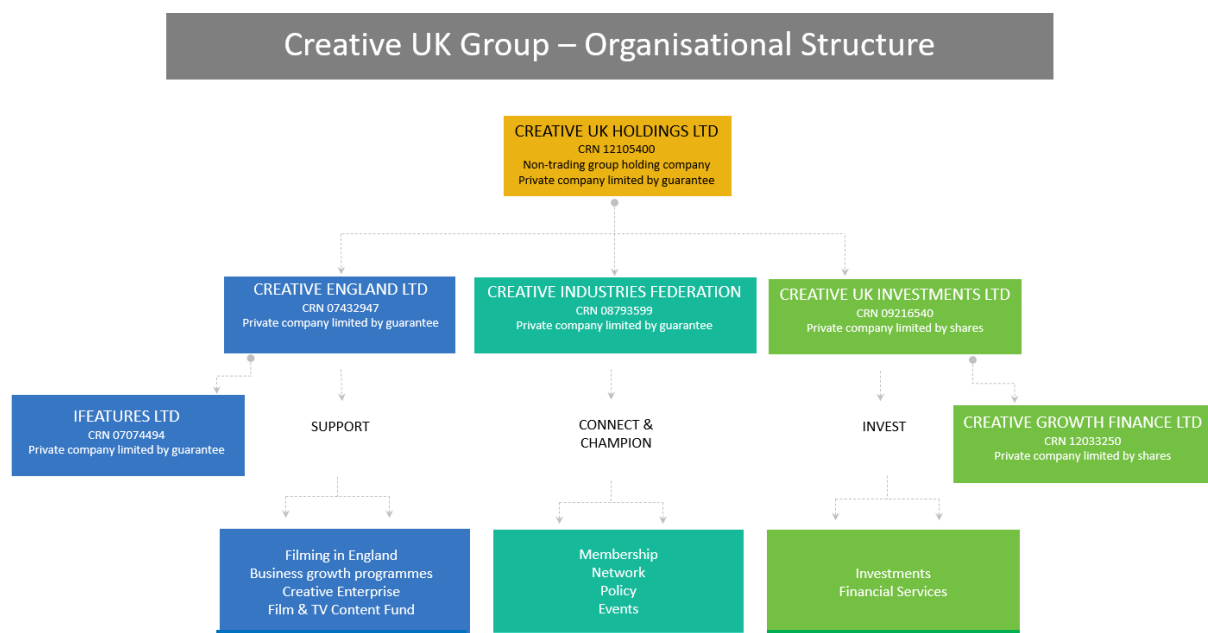
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OVERVIEW

Creative UK is a not-for-profit organisation that champions, connects, supports and invests in creative people and businesses.

It was formed from the merger of Creative England, its commercial investment arm (Creative UK Investments) and the Creative Industries Federation.

The current structure of the group and a summary of the activities undertaken by the various group entities is shown below.



3rd September 2025

The Creative UK brand was launched in 2021. By merging the industry insights and advocacy work of the Creative Industries Federation with the practical support and investment work of Creative England, we aim to have a visible impact and drive real change across the UK's creative industries.

Our main board of directors was formed by bringing together the existing boards of Creative England and the Creative Industries Federation and comprises individuals that demonstrate specific knowledge, skills, business expertise and experience in the creative industries.

We also listen to our stakeholders through our place-based hubs, working groups, roundtables, surveys and polls, and collaborate with them to take action through member-led initiatives such as public-

facing campaigns. We believe in the strength of speaking and acting as one, convening the full breadth of the sector and all parts of the UK.

GOVERNING STRUCTURE

The group holding company is Creative UK Holdings Ltd (CRN 12105400), incorporated in July 2019. This is a private company limited by guarantee and serves as the non-trading umbrella organisation for the merged businesses of Creative England Limited (CRN 07432947), its trading and investment arm (Creative UK Investments Ltd (CRN 09216540)) and Creative Industries Federation (CRN 08793599).

This group of entities has been split into distinct areas of activity across ‘public benefit’ and ‘commercial investment’. Entities performing the ‘public benefit’ activity are private companies limited by guarantee, and those performing ‘commercial investment’ activity are private companies limited by shares ultimately owned by the group parent company. Any ‘profit’ from our ‘commercial investment’ activity is retained and applied towards fulfilment of non-profit social value objectives.

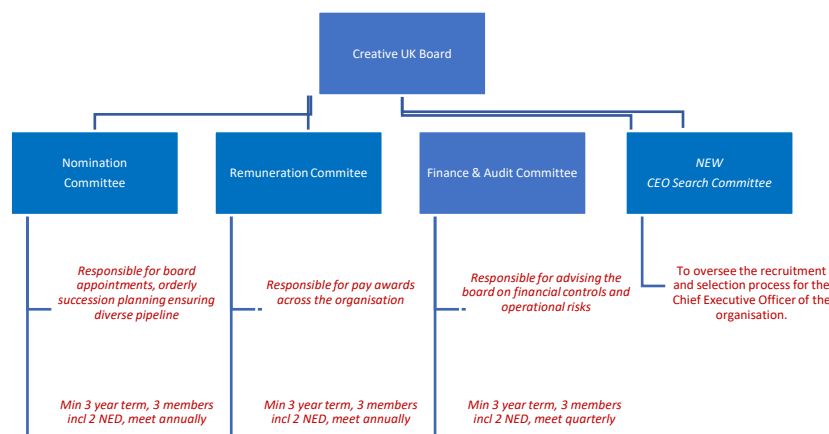
Creative UK Holdings Board

This Board oversees strategy and has the sole decision-making authority, except where the Board delegates its authority to the CEO or to sub-committees, in each case in accordance with the terms of this Corporate Governance document. In such instances the Board remains accountable for those decisions and as such requires oversight and assurance of the systems put in place to deliver day-to-day management of the organisation.

The holding company’s three directly owned or controlled subsidiaries have a mixture of executive and non-executive board directors that are responsible for discrete programmes of work. Although key contracts and revenues sit in the subsidiary entities, the group is managed as one entity and submits consolidated statutory accounts. [CREATIVE UK CURRENT BOARD BIOGRAPHIES](#)

BOARD SUB-COMMITTEES

The Board currently has four sub-committees with the delegated responsibilities shown below.



EQUALITY, DIVERSITY AND INCLUSION

Equality, Diversity and Inclusion is a core pillar of our business.

<https://www.wearecreative.uk/about/diversity-and-inclusion/>

We want to see a more equal, diverse and inclusive future for the creative industries by building an inclusive, diverse workforce & ecosystem, enabling creative talent and businesses to thrive across the

whole of the UK, and using our insights and evidence to champion the creative sector and help it to thrive. Engagement with our members, partners and teams alongside data collection, insights and spotlights all play a crucial part in steering our EDI initiatives and positioning.

Creative UK seeks to lead, convene, and support the industry to become more diverse and inclusive as we believe these are essential drivers for the sector's growth & sustainability.

CREATIVE UK MEMBERSHIP GOVERNANCE

EXEC SUMMARY

Our member networks provide valued collaboration and insights which support our work and priorities. Following a review in 2025 all network Chairs sit on our UK Council with the UKC Chair taking a place on the main Creative UK Group Board. This enables effective communications and engagement between each group, the Executive team and Board.

<https://welcome.wearecreative.uk/benefits>

<https://welcome.wearecreative.uk/welcome-pack>

UK Council

Purpose: Our UK Council plays a vital role in determining and shaping our impact priorities, steering policy positions and sharing crucial insights from across industry and the UK. It champions the priorities of its membership in our mission to ensure the best possible conditions for the growth and success of the creative industries.

Our UK Council members cover each UK nation and region, a full spectrum of creative sub-sectors, businesses big and small, freelancers, practitioners and education providers. They listen and feed into to the concerns, opportunities and ideas of their creative communities, and share these priorities on behalf of their respective UK nations and regions. The Chair of the UKC sits on the main Creative UK board. [UK COUNCIL MEMBERS](#)

Trade Body Network

Purpose: The TBN is the primary means by which key trade and representative body members guide Creative UK's Execs and policy team in its work to ensure the best possible conditions for the growth and success of the UK's Creative Industries and that all parts of the sector are represented in our work. The TBN complements Creative UK's regular consultation of the 275+ representative bodies in our membership and our additional Networks open to all members

Creative Skills & Futures Network

Purpose: The Creative Skills & Futures Network unites the diverse expertise of Creative UK's members to reimagine cultural and creative education, skills development, career pathways, and the future workforce. It fosters impactful collaboration between industry and education through dialogue, insights, and connections across research, innovation, and knowledge exchange.

Diversity Leaders Forum

Purpose: The DLF enables Diversity and Inclusion leads from across our membership share best practice, learn from each other, and collaborate on driving inclusion forward across the sector.

EDI Advisory Group

Purpose: To provide professional EDI, academic, and lived experience direction to Creative UK's activities and to widen Creative UK's EDI lens when consulting and decision making.

OUR CULTURE

Our people are at the heart of our success. We are committed to improving diversity and inclusion across our organisation and industry by championing a variety of backgrounds, perspectives, identities, talents, and physical and cognitive differences.

Our people strategy aims to:

- Attract and retain the best talent
- Be nimble, agile and forward-thinking
- Embrace difference and distinctiveness
- Build a great place to work

We use the DACI framework to make decisions clearly and consistently. It defines roles so work moves quickly, with the right people involved at the right time.

We create forums internally to enable effective internal comms which feed into strategic planning.

Creative UK business planning & internal comms 2025/26

WEEKLY	MONTHLY	QUARTERLY	ANNUAL		
<p>5:15s Email</p> <p>15 mins to write 5 mins to read to be shared with the group no later than midday each Friday</p> <p>PURPOSE: Info sharing to include business area highlights, challenges and opportunities for that week plus top line priorities for next.</p> <p>PARTICIPANTS: Exec team and Heads of with input from teams</p> <p>OUTCOME Info share to inform priorities for the next week</p> <p>CONTINUOUS DIRECTION ACROSS DAY TO DAY</p>	<p>Exec 45 mins Virtual Teams call</p> <p>PURPOSE: Priorities for current week, Assess work loads, Resolve any resourcing issues, Raise any urgent challenges / needs</p> <p>ATTENDEES: Exec team and those invited where required</p> <p>CHAIR: MD or delegated Exec</p> <p>OUTCOME Agree what to stop, continue or start Execs to share progress with their wider teams</p> <p>CONTINUOUS DIRECTION ACROSS DAY TO DAY</p>	<p>ALL STAFF VC 1 HOUR Zoom call</p> <p>PURPOSE: Updates on business planning, policy, operations, celebrating successes. Accessible forum for bringing all teams together</p> <p>ATTENDEES: All staff</p> <p>CHAIR: CEO or Director of People</p> <p>PREP: Director of People to lead agenda collaborating with all business areas for contributions</p> <p>OUTCOME: Strengthen day to day core business, improve internal comms, all company visibility</p> <p>Attendees to share notes & actions across teams</p> <p>ENSURE WE ARE ALL JOINED UP IN DELIVERY OF BUSINESS PLAN</p>	<p>+</p> <p>CEO news : <i>CEO update by email to allstaff@</i></p> <p>Exec in person meeting</p> <p>Team meetings</p> <p>Affinity groups (monthly or quarterly subject to group)</p> <p>JOIN THE DOTS (JTD) IN PERSON/ Teams alternated</p> <p>2.5 hours meeting + social time IRL</p> <p>PURPOSE: ENABLE CONVERSATION a space for all to share live projects and proposed ideas, with a space for feedback.</p> <p>ATTENDEES: open to all, attendance should be subject to quarterly topic</p> <p>CHAIR: Dir of Marcomms</p> <p>PREP: Ensure team collaboration for any slides or narrative required against agenda plus actioned reading</p> <p>OUTCOME: Strengthen day to day core business, improve internal comms, processes and encourage debate on problem solving.</p> <p>Attendees to share notes & actions across teams</p> <p>ENSURE WE ARE ALL JOINED UP IN DELIVERY OF BUSINESS PLAN</p>	<p>SGP Strategic Growth Plan Virtual Teams call</p> <p>PURPOSE: Ensure updates and clarity against SGP (business plan), monitoring its performance with discussion focus on variance and success via collaboration</p> <p>ATTENDEES: all workstream leads or delegated person</p> <p>CHAIR: Rotating members of SGP team</p> <p>PREP: Complete the necessary SGP updates and narrative for discussion where required. Timing to be set at least 2 weeks in advance of board reports being sent so that resulting reports feed into board reports.</p> <p>OUTCOME Actions discussed and agreed to keep SGP on plan, Assigning/ redeploying resources where needed, Address and reassess priorities</p> <p>Workstream leaders to share progress with their team</p> <p>DRIVE COMPANY PERFORMANCE & GROWTH</p>	<p>AWAY DAYS Q1</p> <p>PURPOSE: Bringing our teams together to enable collaboration across business plan</p> <p>ATTENDEES: mandatory for all staff, split across 3 sites</p> <p>ENSURE WE ARE ALL JOINED UP IN DELIVERY OF BUSINESS PLAN & CAN CONTRIBUTE TO IMPACT</p>

wearecreative.uk

Creative UK also has internal Affinity Groups. Our Pride, Disability & Neurodiverse, Parents & Carers and Social Mobility groups have oversight from our Head of Equality, Diversity & Inclusion. Any feedback is shared with the HR and leadership team where required, with updates provided in board reports.

CREATIVE UK HISTORY OUR LEGACY COMPANIES

CREATIVE ENGLAND

As a mission-led company Creative England's objective was to create the conditions for creative and cultural businesses to thrive. Creative England was established in 2010 as a traditional grant-giving public sector body but has subsequently evolved into a development agency delivering talent development, equity investments, interest-free loans and business services – a direction of travel that is actively supported by government and by the BFI which continues to fund many of its core activities.

Combining a strong public purpose with entrepreneurial flair, brokering partnerships between start-ups and major corporates and building links with local authorities, universities and businesses, Creative

England has a strong history of generating jobs, developing innovative models of support and finance and works with government to promote a policy environment to foster growth in the creative economy.

A rapidly growing number of commercial partners, from banks to major media corporations, means that Creative England can continue to evolve and innovate. It's key objectives:

- Be a leading influencer in the Creative Industries
- Enabling creative talent and businesses to thrive
- Building long term sustainability

Tailored in-house expertise can do this via helping to shape the development of policy, providing finance for early stage and scaling businesses, supporting portfolio companies with access to finance, uncovering creative talent, supporting freelancers and businesses outside London and delivering specialist business support and pioneering growth programmes.

Separate to the main board, Creative England is governed by a board comprising of two non-executive directors (currently Belinda Budge and Andrea Stark), and three directors (the CEO, the MD and the Director of People & Operations).

CREATIVE UK INVESTMENTS

Commencing in 2012, Creative England ran a pioneering investment programme combining both finance and business support tailored to meet the needs of small creative businesses. The investment programme addressed the recognised market failure in access to finance whereby creative businesses, especially those based outside London, struggled to secure the investment they need to innovate and grow.

The Good Economy conducted a thorough review into the investment programme's activity from 2012-2017, assessing the extent to which Creative England supported the following outcomes:

- Business sustainability
- Business growth
- Job creation
- International trade/exports
- Innovation
- Cluster development

The report found that Creative England was filling the access to finance gap through its investments, particularly for SMEs based outside of London and the South East. Investments proved to be financially sound, with a high repayment rate and the businesses receiving investment having a higher three-year survival rate than the national average.

Building on this success, Creative England established a commercial investment arm (Creative UK Investments) and in 2019 the **Creative Growth Finance Debt Fund in partnership with Triodos Bank UK** was launched. This is a **£24 million fund** providing vital scale up finance to the UK's most promising creative businesses, with add-on support to continuously help businesses on their journey. This includes:

- Development of new financial products and services to address current market gaps for the sector
- Supporting the existing equity portfolio to find growth and exists
- Making connections between portfolio companies and fund providers to secure follow on investment

- Ongoing support for the companies to connect to wider market opportunities and raise profile

The investment arm is currently contributing revenues through fees to the wider group finances and has the potential to make significant future profits from its debt fund. Our ambition as Creative UK is to build on this to develop new financial products and models that scale our investment activity. The aim is to provide future revenue streams that can finance wider work which drives economic growth and social value.

Creative UK Investments Ltd currently has 7 directors, 5 of whom are non-execs who are joined by Creative UK's CEO and Investment Director. This is a private company limited by shares, all of which are owned by Creative UK Holdings Limited.

Creative UK Investments Limited in turn owns all the shares of Creative Growth Finance Limited, the special purpose vehicle established to operate the Triodos debt fund.

CREATIVE INDUSTRIES FEDERATION

The Creative Industries Federation was the independent, not-for-profit, membership organisation that connects, supports and champions all of the UK's world-leading creative industries.

The Federation was founded in 2013 and the ambition was to give political clout to a sector that has been the fastest growing part of the UK economy over the last decade but had never punched its weight with government. More than 200 founder supporters funded early development before the membership scheme launched in January 2015.

Since then, CIF forged strong and effective working relations with government and political parties of all hues, working closely with eight Whitehall departments as well as devolved and city administrations and local authorities.

Its work, both in public and behind the scenes, helped secure the inclusion of the creative industries in plans for the government's industrial strategy and it was a powerful advocate on issues such as the skills and talent pipeline, the impact of Brexit, the value of night-time industries, the economic case for public investment in culture, and recovery planning for Covid-19.

CIF believed that growing our creative industries can tackle regional inequalities, build communities and enable individuals to lead happier, healthier and more sociable lives, enriched through access to culture and creativity. Through a unique network, influential advocacy work, and a UK-wide events programme, CIF was able to harness the power of imagination, uncover creative talent, connect people to investment, unlock opportunities and transform lives for the better in every community.