

Trustee recruitment pack July 2020



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Introduction

[Literature Works](#) supports creative writing and reader development for people of all ages, from all walks of life across the South west of England. We are committed to diversity, inclusion and the use of literature as a flexible and accessible art form to benefit all. We deliver our aims through projects and through our core offers. Projects range from poetry and reminiscence sessions for people living with memory loss, to writing workshops and live literature tours. Our core offers include a thriving online community for writers, a dynamic website rich with information, free advice surgeries, and a programme of support for grassroots initiatives. We contribute art form expertise as a member of the steering group for Exeter UNESCO City of Literature and we are the main delivery partner developing the historic Exeter Custom House on Exeter Quayside as a hub for literature.

Following a recent board skills audit and the retirement of a number of existing trustees at the end of their term, we have vacancies for three new trustees.

We are looking for three skilled, experienced and enthusiastic individuals to join our Board to guide and support the organisation through its next exciting phase of development. You will help us become more resilient and able to navigate the risks and challenges ahead through the growth of commercial and grant income, provision of financial expertise or knowledge of charity law. New trustees ideally (but not essentially) will have experience of the cultural sector, an interest in writing and literature, and a familiarity with the arts ecology of South West England. They may also be writers with a demonstrable commitment to supporting the development of new writers and/or socially engaged practice. We welcome applications from people who have not held trusteeships before. Induction and training will be given.

Literature Works' people are crucial to our success and we wish to attract people from a broad range of backgrounds, demographics and cultures to steer and inform our work. We are aiming for inclusivity, richness of experience and diversity to ensure a Literature Works Board of Trustees that reflects the diversity of contemporary society. We particularly welcome expressions of interest from LGBTQI, BAME, under 35-year old candidates and disabled people. All appointments will be made on merit of skill and experience relative to the role.

Specifically, we seek new trustees who can complement our existing board of trustees in these three fields:

1. Finance: Board Treasurer
2. Legal expertise
3. Business or commercial experience

About Literature Works

Literature Works is the literature development agency for South West England. We became a registered charity in 2009 and we are core-funded by Arts Council England as part of their National Portfolio. We support inclusivity and diversity in creative writing and reading, providing ways in and pathways for

creative development for people of all ages, from all walks of life. We champion the power of poetry, story, writing and reading, working to safeguard and enlarge their role in our lives. We provide opportunities for writers to develop their craft and sustain a living as writers. A range of community initiatives are aimed at engaging everyone with the social, health and wellbeing benefits and pleasures of creative writing and reading. We work closely with libraries and a wide range of other partners across the UK.

Our vision:

- We believe in literature as a vibrant, flexible and open art that takes all kinds of forms
- We work with partners who share our passion and ambition for the sector, regionally, nationally and internationally
- We champion access for all and strive to include everyone in society
- We prioritise diversity and open access, pricing activities so that they are within the reach of as many people as possible
- We operate in a fair, open, transparent and honest manner
- We strive to lead the sector through expert knowledge.

Our work:

Literature Works is dedicated to developing and supporting the literature sector at a strategic and regional level through:

- Research and advocacy, for example as undertaken during the development of Exeter's successful bid to become a UNESCO City of Literature in 2019
- The development of a diverse South West Writers' Community
- Support, through mentoring and funding for community-based literature activity through our Annual Fund
- Programming diverse and inclusive literary conferences, events, festivals and courses
- Writing competitions and challenges
- Writers in schools, Young Laureates and other opportunities for young writers
- Writer residencies in a wide range of contexts and settings, virtual and location-based
- Creative and professional development opportunities

Literature Works delivers its charitable mission in collaboration with a number of strategic partners, including the following:

- A network of regional literature development agencies
- Place-based cultural development organisations such as Bristol Cultural Development Partnership, Exeter Culture, Plymouth Culture and Torbay Culture
- Library sector partners, such as the South Western Regional Library Service [SWRLS] and Libraries Unlimited [LU]
- The University of Plymouth
- Exeter Canal and Quay Trust
- The National Trust
- The Alzheimer's Society
- Speaking Volumes Live Literature Productions

Role Description and terms

The role description below applies generically to each Trustee on the Board of Literature Works. In addition, we highlight specific responsibilities for the Trustees we seek to recruit with expertise in finance, commerce and the law. The following role description applies across all three vacancies:

Accountable to - Chair and Board of Trustees

The Board of Trustees is responsible for the overall governance and strategic direction of the charity and its financial health, developing the organisations aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines. Trustees are unremunerated though approved reasonable expenses are reimbursed.

Responsibilities –

- a. To determine the overall direction and ensure the effective and efficient administration of Literature Works through strong governance, risk management and clear strategic planning
- b. To ensure that the policy and practices of Literature Works are in keeping with its governing document and are carried out by management
- c. To ensure that the organisation complies with charity law, company law and any other relevant legislation or regulations
- d. To ensure the organisation uses its resources exclusively in pursuit of its charitable objects
- e. To attend a minimum of three out of four board meetings per year, and participate in committees or time-limited reviews, as may be set up from time to time
- f. To contribute to appraisal, recruitment, disciplinary and grievance panels as required
- g. To assist in promoting and advocating for Literature Works and its work
- h. To adhere to Literature Works Trustee Code of Conduct and all other policies which are relevant to your role as a Trustee
- i. To maintain confidentiality and declare any conflicts of interest while carrying out the duties of a Trustee.

Person Specification –

- An understanding of, empathy and commitment to the work of Literature Works
- A high level of experience and skill within your own field of work
- A supportive and confident approach to leadership
- A strategic perspective
- The ability to understand financial information
- An ability to process detail and get to the heart of an issue
- Good, independent judgement
- An ability and willingness to work effectively as a collegiate member of a board while confidently contributing an independent perspective
- Links to a network of relevant contacts and the ability to provide a link between your organisation, sector or institution and Literature Works
- An ability to communicate effectively and with confidence to a range of audiences and a willingness to act as an ambassador for Literature Works
- A willingness and ability to devote the necessary time and effort to being a trustee
- An awareness and understanding of equal opportunities issues.

Terms -

- **Term:** Trustees are engaged for an initial term of three years, after which they are eligible for re-appointment for a maximum of two additional terms of three years each.
- **Remuneration:** the role of Trustee is unpaid
- **Expenses:** Trustees are recompensed for travel and if necessary accommodation costs associated with attending meetings and for any other costs incurred whilst undertaking activities for the organisation. All expenses must be approved by the Chair or Chief Executive Officer.
- **Time commitment:** up to four board meetings per year, plus one strategy away day; there may also be a requirement to take part in a committee with additional meetings during the year or the

occasional review group or interview panel. Trustees are expected to attend a minimum of three board meetings per year but flexibility will be applied and virtual attendance will be considered

- **Code of conduct:** Trustees are required to agree to abide by the Trustees' Code of Conduct and to declare as appropriate their business interests
- **Location of meetings:** Board Meetings take place on weekdays during office hours in Plymouth, Exeter, Bristol or elsewhere in the South West as agreed in advance with trustees; they may also take place virtually.
- **Location of trustees:** Our Trustees may be resident in South West of England, London or elsewhere in England, provided they can commit to travel to the South West as required on trustee business.

Key relationships –

- Chair
- Other Trustees
- Chief Executive Officer
- Other stakeholders and partners

Role-specific requirements

In addition to the above, we are looking to strengthen the collective experience held by our Board in three particular fields of expertise as follows:

Board Treasurer

To lead Trustee oversight of the charity's financial affairs, in line with good practice and in accordance with the governing document and legal requirements.

To be lead Trustee ensuring that Literature Works has sound financial management and that expenditure is in line with the Charity's objects. To ensure that the Board has an active strategic overview of the charity's finances and how they reflect both business plan and day to day activities. To ensure that effective reserves and investment policies are in place and regularly reviewed. To liaise with the Chief Executive /Company Secretary and Literature Works' appointed third party accountants to ensure Literature Works accounts are compliant with the Charities SORP

This will require a professional knowledge of financial accounting and reporting procedures, strategic financial planning skills and the ability to communicate financial information. These capabilities may have been gained in a direct financial role, or in business/commerce.

Trustee with legal expertise

To support the Trustees and the Executive Team on legal and regulatory matters when these arise from time to time. To advise on contractual matters, including employment. This will require legal experience from either the private, public or charitable sectors, gained as a legal professional or in a leadership role.

Trustee with business/commerce expertise

To support strategic business planning and the development of earned income streams. Contributing expertise, insight and connections. We seek someone with a background in business or commerce, ideally linked to the creative industries or cultural sector, but open to anyone with a demonstrable interest in our work. To advise on income generation through commercial sponsorship or other non-grant means, to provide advice on robust risk management and to support the further development of our networks within the business/commercial sector

How to apply

To express interest in the role please submit a supporting statement (on no more than two sides of A4) that addresses the criteria in the role description and outlines your motivation in applying. Please indicate clearly in the subject line of your email and in your statement which of the three trustee roles you are applying for. Please also include a current CV with contact details for two referees.

Please indicate your availability on the dates provided in the recruitment timeline below.

Please also ensure you have completed the online Equal Opportunities Monitoring form using the hyperlink at the end of this pack.

Completed expressions of interest should be submitted to **Heather Norman-Soderlind, Chair of Trustees** via chair@literatureworks.org.uk

If you have any queries about any aspect of the appointment process or wish to have an informal and confidential conversation of the role, please contact **Helen Chaloner, Chief Executive** via ceo@literatureworks.org.uk

Recruitment timeline

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| Monday 20 th July 2020 | Recruitment opens |
| Friday 30 th October | Closing date for applications |
| w/c 2 nd November | Opportunity for shortlisted candidates to meet Chair and Chief Executive in person, as appropriate, or via video link |
| Friday 6 th November | Final appointments agreed |

Equal Opportunities

Literature Works is fully committed to eliminating discrimination and promoting equality and diversity in our workforce and employment practices, in the work we undertake, and in the provision of all our services. We therefore expect all Trustees, staff, freelance and sessional workers to be willing and able to make a positive contribution to the promotion and implementation of Literature Works' Equality and Diversity policy.

To support our commitment, we would be grateful if you would complete our online equal opportunities monitoring form [here](#). This monitoring form is voluntary but the information it collects is very useful to our funders and us. The information you supply will be kept confidentially, reported to Arts Council England anonymously, not sent to the recruitment panel and will have no part in the shortlisting process.