



Dear Applicant

April 2017

Thank you for responding to our call for a Trustee to join Arvon's Board and Chair the Properties Committee. I am delighted to provide you with some information about Arvon, the current Board of Trustees, and how to apply.

Arvon is a thriving arts charity, celebrated for its unique ability to discover and develop the writer in everyone. Arvon produces an annual programme of residential creative writing courses at three historic houses in Shropshire, Devon and Yorkshire. Tutored by leading authors, the week-long courses offer a powerful mix of workshops and individual tutorials, with time and space to write, free from the distractions of everyday life. Each year Arvon's public programme delivers over 80 courses, attended by more than 1,200 aspiring writers. In addition, we host up to 50 weeks for schools and community groups, reaching over 700 young people and vulnerable adults.

The Board provides Arvon with guidance and support in delivering this ambitious work. Helping to determine the character and mission of the organisation, Trustees are instrumental in the strategic planning of the organisation and overseeing the overall artistic policy. We have responsibility for ensuring that the organisation's assets are safeguarded by providing strong governance in the areas of finance and management. We act as ambassadors, championing Arvon's work and helping to fundraise.

As a group of individuals, the Board possesses a diverse set of skills and knowledge. Between us we aim to encompass creative writing, working with schools and young people, management of residential centres, editing and commissioning, employment and equality issues, buildings and estate management, marketing and PR, digital media, fundraising, legal matters, finance, the charity sector, general management and governance. Trustees serve for a four year term, which may be renewed once, and we are currently seeking some replacements. Our current need is for a new Trustee with relevant expertise in architecture and building conservation to lead the Properties Committee. Our current Properties Trustee, Virginia Wedgwood, is stepping down after six years in the role.

In this pack you will find information to help you make your application. The documents include:

- The Arvon Fact File
- Biographies of current Trustees
- The Board Committee Structure
- A schedule of forthcoming Board meetings
- An Equal Opportunities form

Applicants must submit a CV, with names and contact details of two referees, and a letter of not more than 500 words explaining what they would bring to the Arvon Board and why they wish to become a Trustee.

We need to receive completed applications by 5pm on Monday 24 April. They should be either emailed to ruth.borthwick@arvon.org or posted to:

Ruth Borthwick
Arvon
Free Word Centre
60 Farringdon Road London
EC1R 3GA

Formal interviews for shortlisted candidates will take place at the Free Word Centre, London, dates to be confirmed.

We look forward to receiving your application for this role. If you have any questions, please do not hesitate to contact me by email at Meriel.Schindler@withersworldwide.com.

We look forward to hearing from you.

With all best wishes



Meriel Schindler
Trustee and Chair of the Nominations Committee

Arvon Fact File

Name: Arvon (The Arvon Foundation)



"The single most important organisation for sharing and exploring creative writing in the UK."
Carol Ann Duffy, Poet Laureate

Address:

Arvon National

Free Word, 60 Farringdon Road, London EC1R 3GA

The Hurst

The John Osborne Arvon Centre, Clunton, Craven Arms, Shropshire SY7 0JA

Lumb Bank

The Ted Hughes Arvon Centre, Heptonstall, Hebden Bridge, West Yorkshire HX7 6DF

Totleigh Barton

Sheepwash, Beaworthy, Devon EX21 5NS

Affiliations with other relevant organisations:

The Free Word Centre hosts Arvon and various other resident organisations whose work spans literature, literacy and free expression.

Charitable Status:

Registered Charity

Charity Number: 306694

A brief history of Arvon

Arvon was founded by two poets, John Moat and John Fairfax, with the original aim of proving time and space away from school for young people to write poetry. John Moat wrote that they were inspired to create Arvon "as a place where individuals, and in particular young committed writers, could be given a sanctuary away from...the creative deprivation imposed by the system of standard education – and there offered...the guidance of writers'.

The first residential course was run in a community centre in Devon, for a group of 16-18 year olds from a range of Devon schools. Totleigh Barton in Devon became Arvon's first centre in 1972.

In 1975 Arvon began running courses at Lumb Bank near Hebden Bridge, Yorkshire. This was the former home of Ted Hughes. Ted Hughes was a guest on this first course, and played an important role in the subsequent growth of Arvon into a national creative writing organisation. From the outset it was the belief of the founders that an Arvon Centre was a 'Freehouse of the Imagination', and as such didn't belong to, but was owned by anyone and everyone who opened themselves to being part of its life. In 1989, after a national fundraising campaign, Arvon bought Lumb Bank from the Hughes Family Trust.

In 1999, with the help of an Arts Council grant, Arvon acquired The Hurst, the former home of playwright John Osborne, in Shropshire. In 2016, Arvon launched a pilot programme of writing retreats at The Clockhouse, a purpose designed building in the grounds of The Hurst.

Present policies and priorities

The Arvon Business Plan 2015-17* has four key aims:

1. To produce high quality residential writing courses that champion creativity in our unique writing houses in England.
2. To extend our reach and support for writers from all parts of society, and to advocate for the possibility of transformation through creative writing.
3. To establish a new offering to talented writers.
4. To make sure our business model is sustainable and resilient, to enable us to be bold and ambitious.

**Business Plan last updated: April 2015*

The Arvon Team

| | |
|----------------------------|----|
| Number of full time staff: | 14 |
| Number of part time staff: | 13 |
| Number of volunteers: | 10 |

Arvon Alumni

Arvon has had a deep and lasting influence on literature in the UK – generations of writers have acknowledged the significance of Arvon in their careers. All of the writers below have returned to Arvon as tutors.

- Nick Stimson, aged 16, attended the very first residential Arvon course in 1968, held for a group of school children in Devon. He is an award-winning playwright and theatre director and cites his Arvon experience as transformative.
- Poets David Morley, winner of the Ted Hughes Prize 2015 and Lemn Sissay MBE, Chancellor of the University of Manchester, were on the same course as teenagers.
- Costa Book Award winner Andrew Miller came on an Arvon course when he was 18 and his tutor was Angela Carter. Booker prize winner Pat Barker and novelist Maggie Gee OBE were also taught on Arvon courses by Angela Carter.
- Paul Abbott, BAFTA award-winning screenwriter of *Shameless* and *State of Play* came on an Arvon course when he was 20, tutored by Willy Russell (*Blood Brothers*, *Educating Rita*). Tim Firth, writer of *Calendar Girls* attended a course when he was 18 and was also tutored by Willy Russell.

Recent successes

In May 2015 Arvon was one of only eight arts organisations to receive Arts Council England Research Grant funding towards our *Teachers as Writers* project. This two-year research grant has enabled us to work with the University of Exeter and the Open University to undertake the first international study to rigorously evaluate the impact that developing teachers' skills and confidence as writers has on their students. The research findings and project report will be released in summer 2017.

We launched a pilot programme of writing retreats at The Clockhouse, a purpose designed building located in the grounds of The Hurst, our Shropshire writing centre. Thanks to the generous support of an individual donor and Arts Council England we have been able to renovate The Clockhouse. We believe that untutored retreats will enhance and refresh Arvon's artistic reputation enabling us to offer a new strand of artistic support to writers. The Clockhouse enables a further 180 writers to attend a week-long writing retreat each year, generating an additional source of earned income for Arvon.

The Crenham Award was launched in March 2016 in memory of Arvon co-founder John Moat. The Award is a three year initiative to bring more marginalised young people and adults to Arvon. Liverpool Waves of Hope was the first partner programme to benefit from the Crenham Award, attending a residential week in December 2016. The individuals involved are volunteer mentors who have experienced difficulties with substance misuse, mental health, homelessness and/or offending, and now provide inspiration and support to those who are still in that situation.

Arvon's Impact

Each year Arvon delivers over 80 residential writing courses in our centres through our public course programme, attended by more than 1,200 aspiring writers. In addition, we host up to 50 residential weeks for schools and community groups, reaching over 700 young people and vulnerable adults.

Learning and Participation Programme (schools, young people and community groups) Independent evaluation of our work shows that attending an Arvon week has a transformative effect on participants, explicitly relating to:

- young people's wellbeing
- raised educational attainment
- enhanced creative capacity
- changes in attitude
- deepened engagement with writing and learning



Josh, a student from Barnsley, took part in Arvon's *Writing the Game* project, which harnesses participants love of football to engage them with writing and learning. He described how the Arvon residential was the only place where he felt he had been treated as an individual and not a 'bad lad'. The experience gave him the confidence to tell his story of difficult beginnings and living in six different English towns and cities during his childhood, a run of exclusions and time spent in a Learning Support Unit. From the likelihood that he would not achieve good GCSE results, Josh went on to complete 12 GCEs and is now studying film and television at College.

"There's no other experience like the one offered by Arvon to encourage enthusiasm and confidence in our young people. After experiencing a week at The Hurst, I could tell that our students had been given an opportunity that would see them progress faster than students who hadn't been on the trip. I watched their data closely and in the first month after we got back and it was just as I expected, I saw their levels surging ahead of their peers. In the second month I saw that trend coming to an end and the gap closed. What surprised me was that instead of the Arvon students levelling out and their progress slowing, the other students were catching up... I realised that the reason the students who went on the trip were no longer ahead of their peers wasn't because they'd stopped making rapid progress or that the effect of Arvon was limited to a single month but instead it was so much stronger than I had expected. Instead of keeping the experience to themselves, the students who had been to The Hurst were sharing what they'd learned. Without being asked, they were helping their classmates, teaching them the lessons and skills they'd been taught. The effect of this trip went beyond the students who participated in that week, it had a positive impact on the students around them." - English Teacher, Islington Arts and Media School

Grants Scheme

To ensure that we support the most diverse range of voices possible to attend our public courses, Arvon administers a grants scheme, judged by financial need and applicants' commitment to developing their writing. Each year, we award around 150 grants providing access to creative writing training for those on low incomes, who come from marginalised groups, or who face challenging lives due to ill health or other reasons. We aim to support 15% our audience.

The fund for the Grant Scheme is made up of support from Arts Council England, a contribution of Arvon's

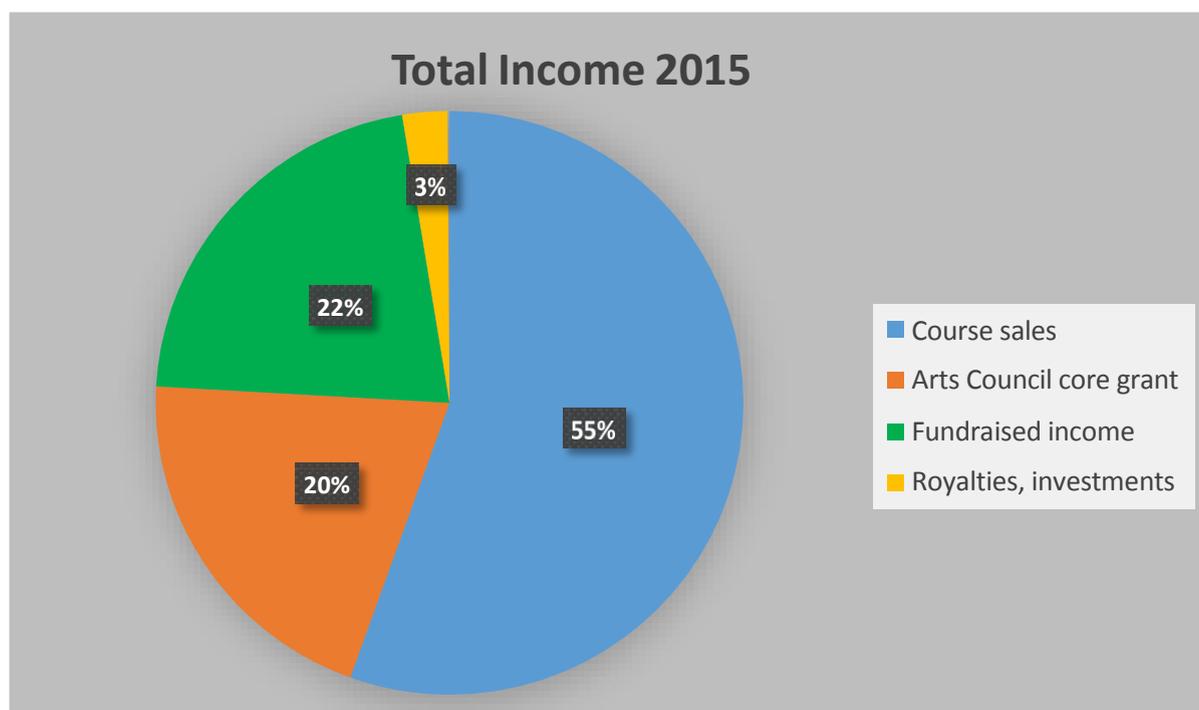
course sales, interest on an endowment, individual supporters, corporate donations and a growing number of Trusts and Foundations. In 2016, Arvon raised over £35,000 towards the Grants Scheme.

The Grants Scheme has supported many writers at the beginning of their careers increasing access to literature and the arts for over 40 years, building a legacy of talented, diverse writers in the UK. We believe that everyone should have the opportunity to reach their creative potential. For individuals who are on a low income for a variety of reasons – because they are young, out of work, are a full-time carer, manage with a disability and so on – the course has a powerful effect, raising aspirations and building confidence.

Selina Nwulu, originally from South Yorkshire, received a grant in 2013 to attend a poetry course at The Hurst: *“I was so grateful to receive the grant and be on the course...I certainly could not have done this course without it”*. Following the course, Selina’s debut poetry collection *‘The Secrets I Let Slip’* was published by Burning Eye Books and she was appointed as the 2016 Young Poet Laureate for London, a position awarded annually to a poet aged between 18-25 living in London.

Financial Overview:

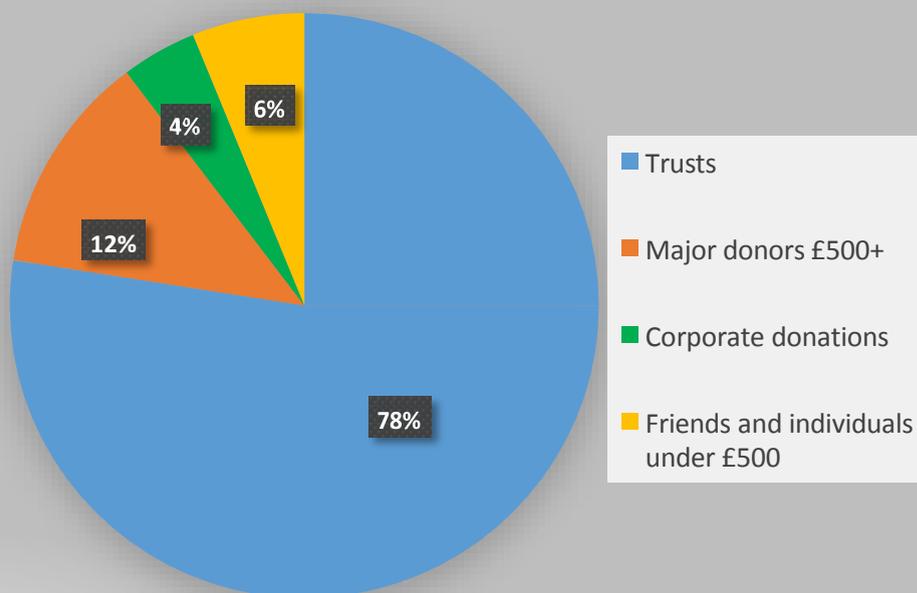
- Total income 2015: £1,837,813 (2014: £2,123,820)
- Total expenditure 2015: £2,023,812 (2014: £1,811,036)
- Overall negative net movement in funds for the year of £56,631 (2014: positive £320,125).
- Level of free reserves is equivalent to 3.1 months of unrestricted expenditure.



Fundraising Overview:

All our courses are subsidised to keep them affordable. The income we receive from Arts Council England and course sales does not cover our full running costs. Arvon has to raise an additional £400,000 a year from Trusts and Foundations, corporate donations and individual supporters.

Fundraised income by source, 2016



How to present Arvon in action

Where you can hear about the courses from the participants and tutors themselves:

- Arvon's blog (<http://www.arvon.org/about-us/blog/>)
- Visit an Arvon centre – please speak to a member of staff to arrange
- Jerwood/Arvon Mentoring Scheme anthology launch held in the summer, and any other Arvon events during the year

Demonstrating Arvon's work with young people:

- Sharing event at the school, or similar – we can arrange a visit
- Writing produced by participants – we can provide you with samples
- Short Films on Arvon's website: <http://www.arvon.org/schools/writing-the-game/>
<http://www.arvon.org/schools/mother-tongues/>

Arvon's Board of Trustees

Arvon's Board currently consists of 13 members including the chair. They are as follows:

Alistair Burtenshaw (Chair) – Alistair is Director of The Charleston Trust, the charity responsible for Charleston, the Bloomsbury Group house- museum, the Charleston Festival and Small Wonder Short Story Festival. A Fellow of The Royal Society of Arts, Alistair is also Director of Publishing Connections Ltd, a consultancy that supports organisations in the books and arts sectors. An alumnus of Yale University's Leadership Strategies for Book Publishing course, Advisory Board Member for the Oxford International Centre for Publishing Studies and media commentator, Alistair has spoken around the globe on issues related to the global books and publishing sector



Dr. Judith Abbott – Judith has been Director of Finance & Resources at Harrow College since 2011, where she is responsible for Finance, IT, Estates, HR and Student Records, and has implemented a new Estates Strategy consisting of c. £15million of grant funding and £1million bank loan, returning the college to a sustainable financial position. Judith has over 20 years' Blue Chip finance experience at Ford Motor Company and subsidiaries including over 10 years at a Senior Manager/Director level. Since 2006 Judith has held Senior Manager/Director level positions in the not for profit sector including, Director of Finance for Energy Saving Trust Ltd and Head of Strategic Planning and Control for Action for Children.



Sir Andrew Cahn – Andrew is a non-executive Director at Nomura, Lloyd's of London and General Dynamics (UK); Chair of the Advisory Board of Huawei Technologies (UK) and Chair of the City of London's International Trade and Investment Group; and a Trustee/Governor at the Gatsby Foundation, TheCityUK, the Institute for Government and the Japan Society. For most of his career, Andrew was a civil servant in the Cabinet Office, the Foreign Office, the Business Department and the Ministry of Agriculture; as well as twice working in the European Commission, first as one of the authors of the EU Single Market and then as Neil Kinnock's chief of staff.



Meriel Schindler – Meriel is a Partner and Head of Employment at Withers Worldwide law firm, advising senior executives and employers. Meriel is a trained mediator and used to write regularly for The Guardian, offering legal counsel to readers.



Simon Trewin – Simon is a Partner and Head of the London Literary Department at WME talent and literary agency. A literary agent since 1993, he is a former Secretary of the Association of Authors Agents and a three-time nominee for the Bookseller Industry Awards Literary Agent of the Year. He has worked with a diverse list of authors including 2012 Costa Book Of the Year winner Andrew Miller, former British Poet laureate Andrew Motion, Facebook’s C.O.O. Sheryl Sandberg, graphic novel wunderkind Isabel Greenberg and multi Irish Book Award winner John Boyne. He is a supporter of emerging fiction voices and has supported the international debuts by a number of his clients including Alix Christie and Laline Paull.



Virginia Wedgwood – Virginia has many years’ experience as a conservation architect. She most recently worked as a Senior Architect at Pearce Bottomley, specialising in historic buildings, churches and schools. Prior to this she worked as a freelance architect, as a manager at Brussels based Not-For-Profit advisory service CENPO, and as an Area Architect for English Heritage.



Andy Wimble – After graduating in Landscape Architecture at Manchester Polytechnic in 1976, Andy worked briefly in both private practice and local government. He has spent most of my career working for government agencies. His work prior to joining English Heritage was principally as a member of multi-disciplinary design teams working on a wide range of projects, from feasibility through to detail design and construction. Recent work has included prestige projects such as the International Maritime Headquarters on Albert Embankment, the International Conference Centre, Westminster, and the Princess of Wales Conservatory, Royal Botanical Gardens, Kew.



Kit de Waal is a writer and freelance consultant editor with a background in criminal and family law. She was a magistrate for several years and sits on adoption panels and has written training manuals on adoption and foster care. Her writing has received numerous awards including the Bridport Flash Fiction Prize 2014 and 2015 and the SI Leeds Literary Reader’s Choice Prize 2014. Her first novel My Name is Leon was published by Viking Penguin in 2016.



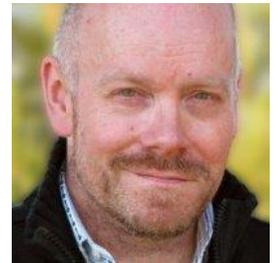
Nick Makoha is a poet, performer, workshop leader and mentor. Born in Uganda, Nick fled the country due the civil war in the 1970s. Nick has presented his work for the British Council in Finland, Czech Republic, USA and the Netherlands. Nick was one of ten contemporary poets to be selected for Spread the Word’s Complete Works mentoring programme. His one man show, My Father & Other Superheroes, premiered at The London Literature Festival in 2013. He is the winner of 2015 Brunel African Poetry award.



Honor Wilson-Fletcher is CEO of the charity British Exploring Society. She has had varied career across the public, commercial and charitable sectors, including several start-up roles. She was previously CEO of the Aldridge Foundation, the schools academy chain, and has also worked for the National Literacy Trust, Southbank Centre, The British Museum and a number of publishers, including Hodder Headline, Transworld and Penguin Books. In 2010 she was awarded an MBE for Services to Education.



Ashley Holloway has delivered digital strategies, and new operating models for Virgin Media TV, Ann Summers, Sainsbury's and most recently has been Director, Business Partnerships & Strategy for Penguin Random House, where he led the Random House Publishing Solutions team through a full restructure, established a new digital platform, operational model and publishing technology roadmap, specifically for authors and customers. Ashley has significant experience of team management, contract negotiation and is a regular blogger on spareheadmedia.com



Daljit Nagra is an award-winning poet, author and academic. His works include Ramayana, Look We Have Coming to Dover! and the forthcoming, British Museum. His poetry has featured in Norton Anthology of English Literature, 1914 Poetry Remembered and London: A History of Verse. Daljit teaches poetry at Brunel University, is a Visiting Professor at Royal Holloway and is poet in residence for Radio 4. He also has 20 years of secondary school teaching experience.



Neil Harris is Head of Finance at the Blackheath Conservatoire and has over 30 years financial and commercial experience. He is a trustee of A New Direction, the Arts Council funded arts and education bridge charity for London and a member of the Institute for Chartered Accountants in England and Wales (FCA). Neil was a Partner at Deloitte LLP for 24 years and worked with public sector organisations, such as RSPCA, Ravensbourne College, Royal Engineers and Oxford University Press. He also has significant experience in the technology, real estate and business support sectors.



Board Structure and Sub-Committees

The Board's processes are overseen by the Chair, Alistair Burtenshaw. His work, and the decision making of the rest of the Board, is informed by sub-committees (Finance, Properties and Nominations).

The Finance Committee

The governance structure of the Arvon Foundation is illustrated by the following diagram: The Finance Committee meets four times a year and oversees the annual audit, risk register and financial position of Arvon, making recommendations and reports to the Board. The Finance Committee is responsible for overseeing the production of quarterly and annual accounts, monitoring management accounts, controlling the Foundation's investments, overseeing review processes, approving the budget and risk register and assisting with the work of the finance team.

Current members of the Committee:

- Dr Judith Abbott (Chair)
- Alistair Burtenshaw
- Simon Trewin
- Sir Andrew Cahn
- Ashley Holloway
- Honor Wilson-Fletcher

Staff in attendance:

- Ruth Borthwick – Chief Executive and Artistic Director of Arvon
- Richard Haseldine - Director of Finance and Resources
- Kathryn Beale – Head of Development

The Properties Committee

This committee is responsible for the maintenance and conservation of Arvon's properties. It considers issues relating to the management and upkeep of centres, along with any new, ongoing or proposed capital projects. It is responsible for all issues relating to these matters, and its duties include overseeing any reviews of the state of the properties, considering local planning matters and sourcing tenders for any construction work that is taking place.

The committee meets three times a year.

Current members of the committee:

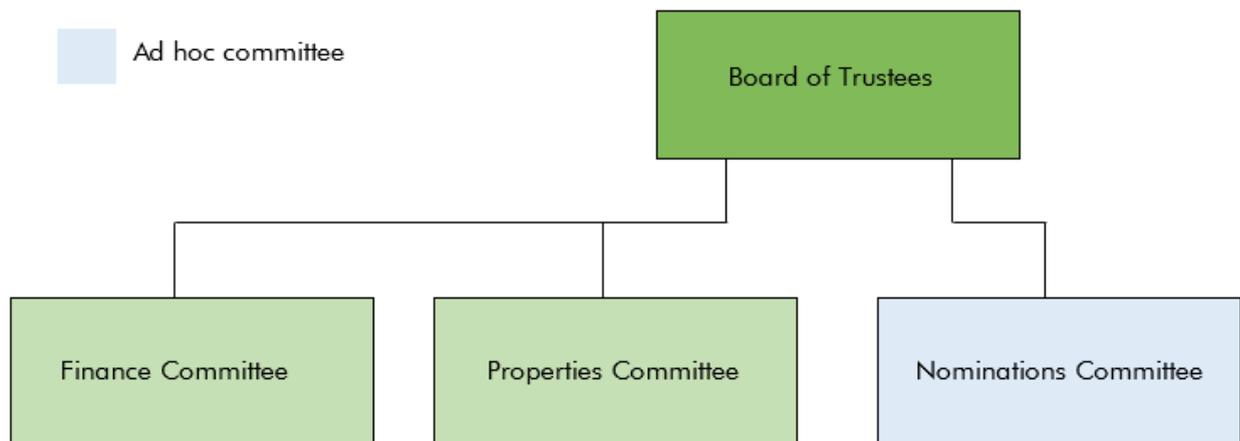
- Virginia Wedgwood (Chair)
- Alistair Burtenshaw
- Andy Wimble
- Nick Makoha
- Daljit Nagra
- Neil Harris

Staff in attendance:

- Ruth Borthwick – Chief Executive and Artistic Director of Arvon;
- Richard Haseldine, Director of Finance and Resources:
- Property Manager (to be appointed)

The Nominations Committee

The Nominations Committee meets to consider any occurring Trustee vacancies, and makes recommendations to the Chair about who might ideally fill any skills or background areas currently not represented on the Board. The Committee then ensures that an appropriately open and rigorous recruitment process is undertaken. Prospective Trustees must be met by at least two current Trustees before their names are submitted to the Board for final approval.



Forthcoming Board Meeting dates

2017

Wednesday 26 April 3pm at Free Word Centre, London

Saturday 8 July at The Hurst, Shropshire - 12.30pm lunch, meeting begins 3pm

Weds 1 November 3pm at Free Word Centre, London

Arvon Equal Opportunities Monitoring Form 2017



Arvon is an equal opportunities employer. By completing this form and returning with your application you can help us to ensure that we make all our job opportunities as open as possible. This form is anonymous and will be separated from your application before shortlisting. Thank you.

YOUR AGE: (please tick one box)

18 – 25 26 – 35 36 – 45 46 – 55 56 – 65 66+

GENDER: (please tick one box)

Female Male Non-binary Prefer not to say

YOUR ETHNIC BACKGROUND: (please tick one box)

White English Gypsy or Irish Traveller
Scottish Irish
Welsh Any other White
Northern Irish background

Mixed or multiple Ethnicity White and black Carribean White and Asian
White and black African Any other mixed
background

Asian/Asian British Indian Chinese
Pakistani Any other Asian
background

Black/Black British African Any other black
background

Other ethnic group Arab Any other ethnic group

Prefer not to say

DISABILITY

The Equality Act defines a disabled person as someone who has a physical or mental impairment that has a substantial and long term adverse effect on their ability to perform normal day to day activities. It also covers people who have been diagnosed with HIV, cancer or multiple sclerosis.

Does the definition above apply to you?: (please tick one box)

Yes No Prefer not to say

Many thanks for your help.

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