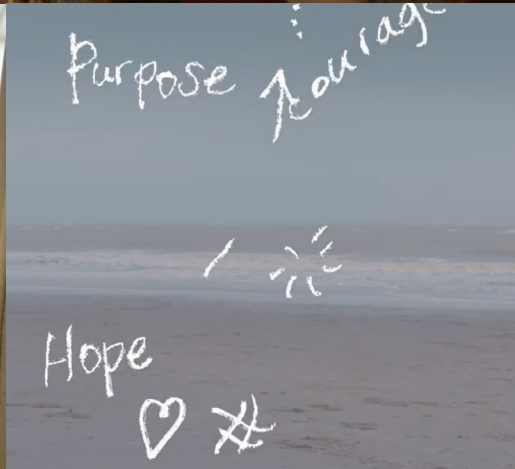


# Living Words

Trustee document





“ I believe this is really important work that is taking place out of sight and unrecognised for the value of its contribution to challenging perceptions, raising awareness and improving quality of life for people with dementia.

... The unique blend of person-centered working and using the creative arts to empower and re-enable is truly inspirational.”

*Des Kelly OBE, Former executive director, National Care Forum*

“ Now you know two worlds, the one outside, and the one inside, in me. And now you have to go tell all the people.”

*Angela, who heavily inspired the direction of our work*



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## Living Words

### Trustee document

GF05 digital: glassworks  
Mill Bay  
Folkestone  
Kent CT20 1JG

[info@livingwords.org.uk](mailto:info@livingwords.org.uk)

[www.livingwords.org.uk](http://www.livingwords.org.uk)

Living Words Arts charity reg. 1157780

 [livingwords.org.uk](http://livingwords.org.uk)

 [livingwordsuk](https://www.instagram.com/livingwordsuk)

 [LivingWordsUK](https://twitter.com/LivingWordsUK)

# Thank you for your interest in becoming a Trustee with Living Words.

Founded in 2007 by Susanna Howard, a writer, actor and producer, we're known for creative work with marginalised people impacted by a dementia or ongoing mental health concerns, delivered through diverse artists with a shared purpose. Usually found innovating from our Folkestone community into the wider world, we live by our values of integrity, social benefit, equity and inclusion. At the core of our work are Living Words artists, whose creative practise informs and is enriched by projects.

As a trustee you will be supported by our advisors on medical, financial & mental health, a senior artist & a member of our young team. Management is led by founder and artistic director Susanna Howard, with support from our advisory team, and we are planning to hire a general manager by winter 22/23 to oversee and further lead the day-to-day functioning of the charity.

Having a diverse team is imperative to us, and we are particularly keen to see applications from people who may not see themselves as represented within the sector. To complement the skills and expertise we already have on the board, we are looking for trustees who have experience in legal, marketing, finance or running a mid-size arts organisation. We are also looking to recruit a Chair for the board, and are open to who this person might be. In addition we would like to hear from individuals under 25 with an interest in the arts, dementias and/or mental health, who might like to join our board. Please note whilst we have a community focus, our reach is very broad, and our trustees are based all around the UK.

## Places our work has appeared include:

Alzheimer's Society  
Applied Improvisation Network at Alan Alda's Centre for Communicating Science, New York  
BBC Ideas  
BBC Radio 3  
BBC Radio Kent  
British Council, Taiwan  
British Library  
Central School of Speech and Drama  
Central St. Martins  
Cockpit Theatre  
The Dukes theatre, Lancaster  
Folkestone Fringe  
Free Word Centre  
Gallery @ OXO South Bank  
Guardian  
Independent  
Journal Dementia Care  
Leeds Playhouse - 'Every Third Minute' festival of theatre, dementia & hope  
Middlesex University - Improbable's 'Global Improvisation Initiative'  
National Theatre of Taiwan (NTCH)  
National Youth Choirs of Great Britain  
NHS AGMs  
Normal? Festival of the Brain  
Norwich Theatre  
Norwich Theatre Royal  
Nottingham University  
Profound Sound Festival  
Quarterhouse  
Queen Elizabeth Hall (South Bank Centre)  
Royal Academy of Music  
Royal Society of Public Health  
Salford Institute for Dementia and Ageing  
Silver Screen Cinema, Folkestone  
Stratford Literary Festival  
Tabernacle  
Times Radio  
UK Dementia Congress  
Wellcome Collection  
Westminster Council House

## Our partners & funders have included:

### Local

Arts Council  
Artswork  
Creative Folkestone  
FHCLCT  
Folkestone and Hythe District Council  
Hythe Dementia Awareness Forum  
Folkestone Fringe  
Folkestone Libraries  
Folkestone Town Council  
Future Foundry  
Gulbenkian  
Ideas Test  
Kent County Council  
Kent Community Foundation  
KMPT NHS  
The Sick of The Fringe (now Something To Aim For)  
Martello Fund  
Medway Council  
Profound Sound Festival  
Walker Construction  
RDHCT

### National

Alzheimer's Society  
Arts 4 Dementia  
Created Out of Mind - UCL Dementia Research Centre/Wellcome  
English PEN  
London Contemporary Voices  
Mandy Barnet Associates  
National Lottery Community Grants  
Resonate Arts  
Southbank Centre  
Wellcome  
Westminster Memory Service

### International

East Side Institute, New York  
Living Whispers (Taiwan)  
National Theatre of Taiwan

# About us

Since 2007, Living Words has pioneered an arts and literature programme working in equitable partnerships with people impacted by dementias and mental ill health. Through this process, which began with people living with dementia, we evolved an ethically and methodologically sound process, Listen Out Loud, to co-create individual books of words about their lived experience. Informed by this intimate participatory work, with participant involvement, and within an ethical framework, we create anthologies, films, performance, songs and events to enable these voices to be heard in the world, and to challenge associated societal stigma and promote inclusion.

Following a pivot in delivery due to Covid-19 and subsequent reframing of our work through Story of Change, the Listen Out Loud method is now applied in two distinct workstreams:

- A. Living Aloud: We conduct residencies in care and nursing homes, community settings, arts centres, day centres, libraries, theatres and hospitals. Living Words artists work one-to-one in creative partnership with people experiencing a dementia, their carers and families. We run staff workshops to support creative expression, embedding the use of our Living Words books for residents which enable them to feel heard and understood, leading to increased well-being and providing carers and family with insight and a communication bridge. The resulting change in perception also impacts on care.

We have also piloted working with individuals living with a terminal illness.

In response to Covid-19, we pivoted to deliver our Listen Out Loud method to carers, via action-learning online sessions, working with 19 care homes across the UK. This project, 'Bringing the Inside Out' was featured on the front cover of 'The Journal of Dementia Care' Jan/Feb 2022.

We are starting CPD-accredited workshops for carers across the UK, which build on carers' existing skills, improve wellbeing, and build connections with colleagues in other homes. A simple app is being developed for use by carers during the training, and we are creating a VR experience to deepen understanding of the Listen Out Loud practice.

- B. Living Warriors: In 2019 we began transferring our Listen out Loud methodology to work with people who had experienced suicide ideation and ongoing mental health concerns. Taking place in our specially built library hub, our projects bring small groups together, to then work one-to-one with artists. All co-create individual word books. This work has now received three rounds of repeat funding and continues to expand. 2022 sees us working with 18 - 25 year old LGBTQIA+ people around unkindest towards the self/self harm.

## **PLUS:**

Living Words is the lead organisation in a creative partnership curating Normal? Festival of the Brain in Folkestone with Folkestone Fringe and Creative Folkestone. Co-creating 5 festivals in Folkestone with the local community, we have explored arts, science and what connects us, through enquiring into the brain and our experiences of having one! A festival that punches above its weight, it sees fantastic local thinkers, be-ers and talent working and connecting with high calibre national and international artists, scientists and audiences.

2022 sees Living Words lead a Kent and Medway-wide children and young peoples' arts and mental health project FLUX, funded by local councils and Arts Council. 6 arts organisations are delivering ongoing projects with marginalised groups of young people, to support and explore mental health challenges.



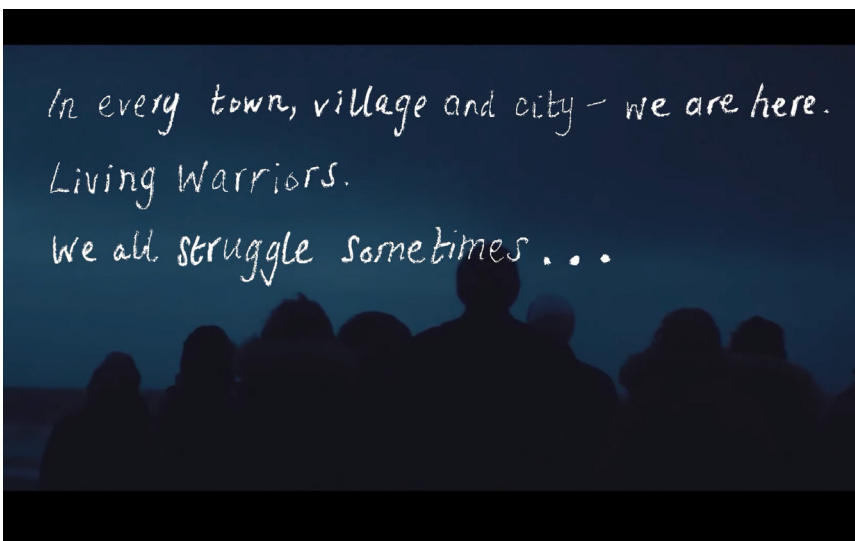
“I consider *Normal?* to be the most important & impactful art festival in the UK. There’s a crack where mental health & creativity converge... It’s a lifeline to many struggling with fear, loss, uncertainty. I always leave feeling more alive, curious, creative & hopeful.”

*Festival artist - anonymous feedback*



“Every home needs to have a Living Words residency. How did we not know the emotions of our residents? The books of their words are now informing their care plans. You have made a real difference to our residents, staff and relatives”

*Isobel Nyirenda  
Manager at Meadows House,  
Kidbrooke*



“This book, we hope, is a lighthouse. Us Living Warriors are now in the lighthouse together, and we are sending our light out to you”

*Georgina Gwynne,  
Living Warriors: Covid  
project member*



# Our board of trustees

Living Words is currently governed by a board of 3 trustees with a rotating chair, and another trustee about to join. Prior to the pandemic, we had reduced our board for rotation.

## Reinhard Guss

Reinhard is a Consultant Clinical Psychologist in the NHS for over 25 years. Alongside a practice in Kent & Medway, Reinhard is Co-Chair of Dementia Action Alliance (DAA), Chair of Faculty of the Psychology of Older People, & Dementia Workstream Lead for the British Psychology Society since 2012. Reinhard joined as a trustee in 2018, as we entered our next stage of growth. His focus has been ensuring sustainability, faithfulness to the working model & person-centred ethos of Living Words, & helping widen project scope.

*“From my lifetime experience working within the field of older adult Mental Health and specifically dementia, as well as through pioneering DEEP Pier groups, I find as I have entered semi retirement - being a trustee of Living Words enables me to use my lifetime skills in a way that is still making a difference in the sector.”*

## Alexandra (Sasha) Bruce

Sasha is a trainee in Contemporary Psychotherapy and Pesso Boyden System Psychomotor, a body based therapy. Alongside this, she is an insight and operations leader with a focus on developing business strategy. Whilst working at Fintech company Simply Business, she has built a team to represent internal engagement and customer needs, guided by excellent communication, research & empathy. Folkestone based Sasha joined Living Words as a Trustee in 2018, after engaging in Normal? Festival of the Brain (2017). The work of Living Words resonates with her personal mental health experiences, & ignited an interest in dementia. Sasha brings her commercial background & strategic thinking to contribute to our work.

*“My career in the business world and my growing interest and now training in the field of Mental Health puts me in a good position to develop and challenge the way Living Words operates as a charity. I’m good at asking the hard questions whilst always considering the end vision.”*

## Kathryn Gilfoy

Kath is former Director of Resonate Arts, a pioneering arts programme for older people living with dementia and other mental health issues. Kathryn developed this programme from scratch and has since helped many arts organisations to develop work with people living with dementia. She was previously a Community Arts Facilitator and Director at Studio 3 Arts.

At Resonate Kath was an early partner of Living Words, supporting Living Words’ development & growth through changing landscape of perception around arts & health. Kath is living with a terminal neurological condition. A trustee since 2020 she attends boards virtually & supports Susanna & Shazea in organisational change.

*“From having dedicated my career to participatory and community arts, and as the director of Resonate Arts working in partnership with Living Words, I know the impact such inspirational work has. I’m delighted at this stage in my life to be able to support the organisation and its leadership having experienced most of the challenges they face.”*

# The role

To continue to work with those impacted by dementias, and all of us through our mental health projects, and to achieve our aims, it is vital that we adapt and grow. Our Trustees play a vital role in supporting, challenging and facilitating this growth and we are now seeking to strengthen the Board so it can continue to guide the charity into its next stage of widening our reach, in legacy-making, and future-proofing.

Fundamentally, we are looking for people who are inspired by our work, who believe in our vision, and who feel it right to carry these responsibilities in order to share our mission as widely as possible. Furthermore, we are looking for people from a diverse range of backgrounds with the passion and commitment to help lead this dynamic organisation.

An understanding of the core requirements of good charity governance and the demands of regulatory bodies would be helpful, but induction and training will be given one-to-one, including arranging paid training courses, if appropriate.

## Key duties

- To act in the charity's best interests, avoiding putting yourself in a position where your duty to Living Words conflicts with your personal interests.
- To attend scheduled Board meetings, sub-committees to which you may be appointed and other meetings as may be arranged from time to time.
- To work in partnership with the rest of the Board, the Chair and the CEO to deliver Living Words' objects, set its strategic direction, and uphold its values.
- To ensure that Living Words' governance is of the highest standard.
- To agree any delegation of authority and ensure such delegated authority is clearly expressed and accountable.
- To be the guardians of Living Words' assets, taking all due care over their security and usage, ensuring that they are used exclusively in pursuance of the agreed objectives.
- To work in partnership with the rest of the Board to ensure that the charity complies with its governing document.
- To be an ambassador for Living Words, safeguarding its good name and values.
- To use your skills and experience to inform decision making and benefit your charity.
- To ensure you understand Living Words' purposes as set out in the governing document.
- To work in partnership with the rest of the Board, to decide and plan how Living Words will undertake activities, and think about the resources it will need.
- To reflect on the charity's objects from time to time and make sure they are still appropriate, relevant and up to date.
- An openness to gain knowledge yourself, ask questions, as well as research parts of the organisation which you may not be entirely knowledgeable about.
- To be able to think in a future-proofing manner so the charity can continuously ensure that it is, as well as plan to be, sustainable.
- To keep up-to-date with the organisation's activities, support paid staff and attend performances, workshops or other events when needed.

## Person specification

- Appreciation of and commitment to Living Words' journey, aims and ethos.
- A strong track record or achievement in the applicant's chosen field, i.e. to be able to demonstrate in leading or diverting discussions with your own initiative/knowledge.
- Experience or demonstrable understanding of the trustee/ non-executive role.
- Ability to understand and accept the duties and liabilities of being a charity Trustee.
- A willingness and ability to devote the necessary time and effort.
- To be able to attend 4 yearly trustee meetings in Folkestone (or virtually) and 2 personal meetings with the founder, plus where possible, be present to support some Living Words events each year.

## Skillset

- If you are from a financial background: to be able to confidently contribute financial advice to the charity, i.e. through general fundraising and donation queries/opportunities if required, for the charity's own yearly accounting, and further, for the purposes of protection, sustainable spending, and for the rights of the Living Words paid team.
- If you are from a marketing background: to be able to suggest marketing strategies and suggestions for the charity's benefit; as well as share knowledge from research into current trends; to potentially work with some members of the Living Words team on particular projects, i.e. being available to check over social media content.
- If you are from a legal background: to act upon HR duties for the charity, and to keep check that these are being met both internally and externally; as well as to share any updates from the sector found from your own research.
- If you are from an arts organisational background: to be able to offer your expertise and experience to feel confident in suggesting the directions of Living Words' pivotal decisions.
- If you would like to be our chair of the board: to be an excellent communicator with skills in negotiation and solution focussed, person centred communication; a demonstrable ability to keep to task and time; manage meetings efficiently with a people first attitude; and be able to meet the founder and upcoming general manager between board meetings to keep up to date with organisational and personal progress.
- If you are a young person and interested in joining our board, we expect you only to have an interest in what we do.



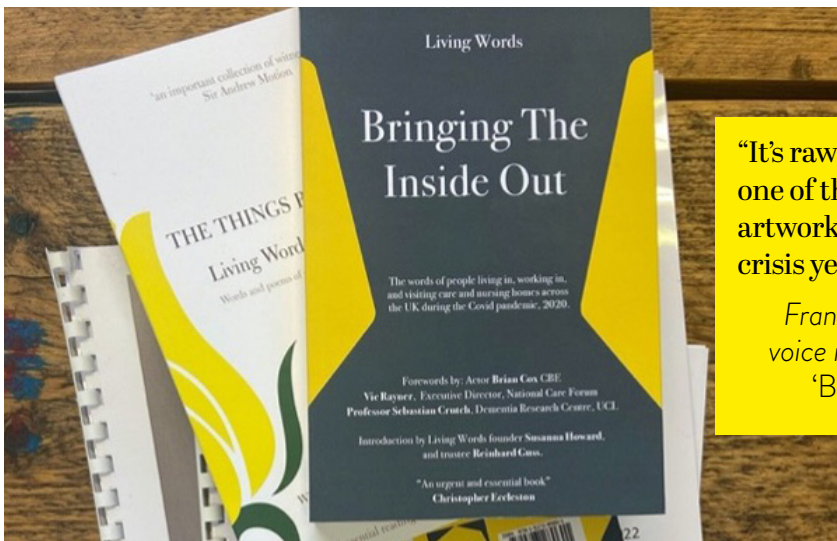
“I never imagined I could write my own book or have the words to be in a film. My son now sees me differently & I am stronger as a result of being heard.”

*TJ, Living Warrior project member*



“Living Words are pragmatic, strategic, pro-active, problem-solving focussed & always thinking ahead of any issues. The partners you want on such a big project.”

*Beatrice Prosser-Snelling, Artswork, about cross-Kent and Medway Flux project.*



“It’s raw and moving, and one of the most important artworks to come out this crisis yet.”

*François Matarasso, seminal voice in public arts, said about ‘Bringing The Inside Out’*

# How to apply

If you have any questions or would like to have an informal discussion about the Living Words trustee role, please contact Living Words on [info@livingwords.org.uk](mailto:info@livingwords.org.uk) or email [olivia@livingwords.org.uk](mailto:olivia@livingwords.org.uk).

To express your interest in becoming a trustee please send the following to [olivia@livingwords.org.uk](mailto:olivia@livingwords.org.uk)

- A covering letter, explaining your interest in the role and what you can bring to the charity. If you are a young person applying, simply tell us why you are interested and what life experience you have that connects to this interest. For everyone else, within this covering letter, we will be especially interested to know what experience you have in either the finance, marketing, legal, or leading arts organisations' sector. If you do have experience within one of these, please provide a 250 word answer to this question:

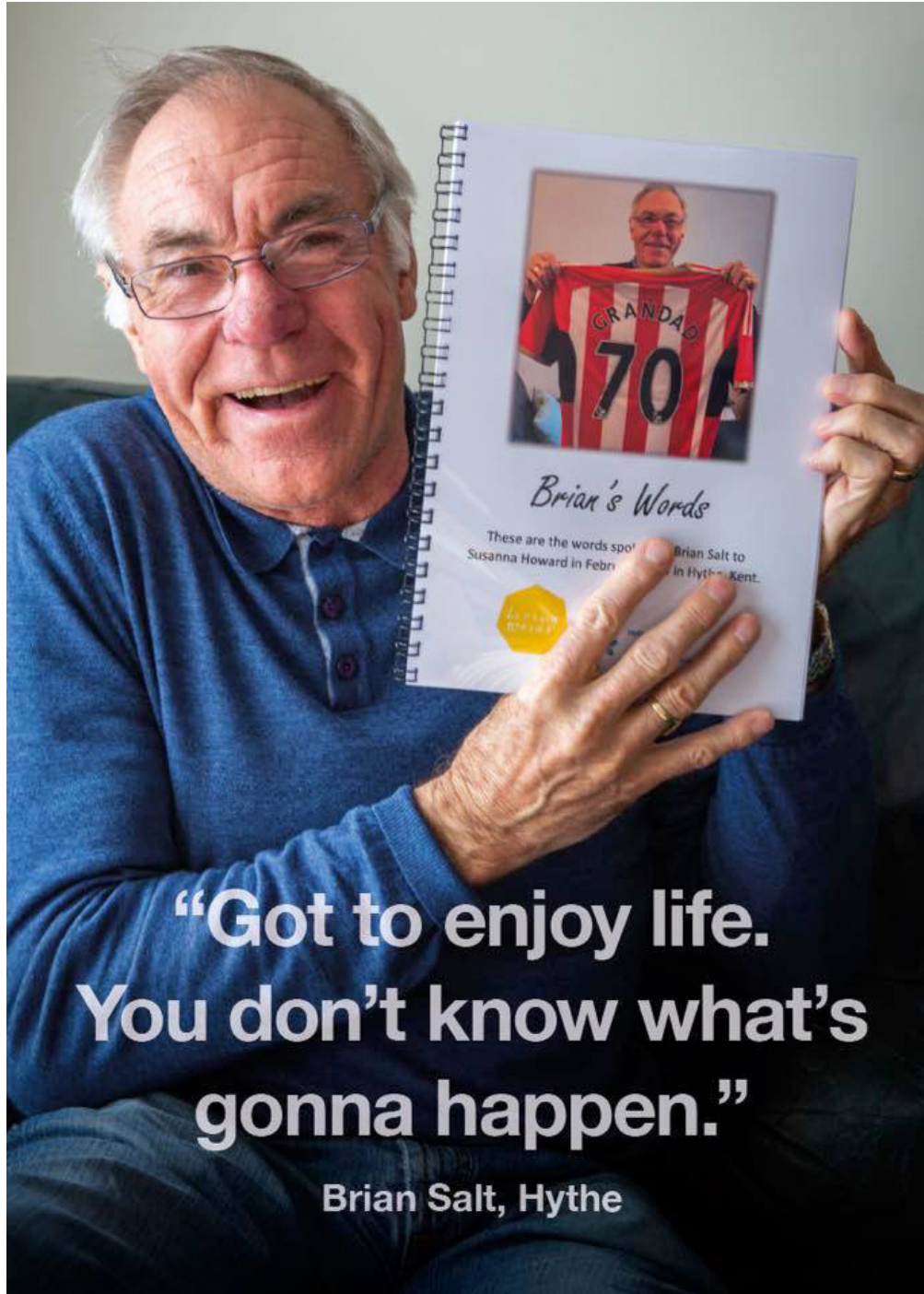
*“In light of your expertise, please describe an example when you made a large impact on an important decision”*

- A comprehensive CV, including the details of two referees

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<b>Deadline for applications</b>	September 3 <sup>rd</sup> / October 1 <sup>st</sup> 2022
<b>Shortlisting</b>	by 16 <sup>th</sup> September / November 1 <sup>st</sup> 2022
<b>Meeting and board attendance</b>	Oct. 2022 / Dec. 2022 / Feb. 2022
<b>Appointment</b>	Following approval at next board meeting

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**“Got to enjoy life.  
You don’t know what’s  
gonna happen.”**

**Brian Salt, Hythe**



