

**Trustee Recruitment Pack**  
**November 2021**

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## Chair's welcome statement

Thank you for your interest in becoming a trustee of Letchworth Garden City Heritage Foundation. This information pack contains all that you need to know about the Foundation and the role and expectations of trustees including the specific skills and experience that we are looking for, as well as details about how to apply.

This is an exciting time to be joining the Foundation. After a very challenging 18 months dealing with the financial impact and fallout of Covid-19 the Foundation is now looking to the future. Throughout 2022 we will be developing our next 5-year strategy; this will be an opportunity for new trustees to help shape and develop that strategy including plans for our significant housing development sites to be built over the next decade. We are therefore particularly keen to hear from people who have leadership experience in housing development and construction as well as those with PR and communications skills and fundraising/inward investment. These are key gaps in our skills portfolio as a Board. We really want to improve the diversity of our Board and we are keen to receive applications from all sections of the community, and in particular from women and Black, Asian and ethnic minority applicants who are currently under-represented on the Board.

If you would like further information about the role or to discuss your application please contact in the first instance our Chief Executive, Graham Fisher who can assist you further. ([graham.fisher@letchworth.com](mailto:graham.fisher@letchworth.com))

Please note the closing date for applications is **5pm on Monday 6<sup>th</sup> December 2021**.

I very much look forward to hearing from you.



Pam Burn  
Chair

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## **About the Foundation**

Letchworth Garden City Heritage Foundation is a Community Benefit Society and an exempt charity set up under the 1995 Letchworth Garden City Heritage Foundation Act. The Foundation has four key charitable objects:

- To promote the preservation of buildings and other environmental features of beauty or historic interest within Letchworth Garden City;
- To provide or assist in the provision of facilities for the recreation or other leisure activity of the local community in the interests of social welfare with the object of improving their conditions of life;
- To promote the advancement of education and learning within Letchworth Garden City;
- To promote the relief of poverty and sickness within Letchworth Garden City;

We fulfil these objectives through a range of community services that we deliver including Broadway Cinema, Gallery and Standalone Farm as well as by providing annual grant funding of approx. £600,000 to our local voluntary sector. The income to be able to do all of this is generated from our property portfolio. We own a wide range of industrial, office, retail and residential accommodation all based in Letchworth and which generates approx. £11m income per year. We presently spend about half that income on fulfilling our charitable objects and the rest on managing our property. Because of the pandemic we have recently begun to seek external funding for some of our services and we recognise that our art, culture and heritage services will require external funding to be sustainable.

## **Vision and objectives**

Our vision is to make Letchworth a great place for everyone who lives and works here.

We have four key strategic objectives:

- To improve life chances for people in Letchworth
- To ensure Letchworth is a great place to live
- To increase investment in Letchworth
- To initiate a financial recovery roadmap

We have a series of outcome and impact measures that we use to evaluate the difference we make as well as a set of KPIs reported quarterly to the Board. More information can be found on our website.

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## **Our values**

Our values are core to how we work and behave as an organisation:

- Collaborative
- Evidence-based
- Inclusive
- Supportive

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## Overview of Role

Being a Trustee and Governor of the Foundation is an exciting opportunity for those with the skills and experience to become involved in developing and overseeing our future strategy and activities for the world's first Garden City, ensuring it is fit for purpose in this new and very challenging era of the 21<sup>st</sup> century.

The role is a voluntary one, as are those of all Trustees and Governors. You will be working with a Board which currently consists of 10 Trustees (including the Chair and Vice Chair) and a professional Leadership Team (LT) led by a forward-thinking CEO. The Foundation is presently undertaking a Governance Review seeking to bring the organisation in line with the Charity Code of Governance. The external appointment of Trustees is a key change that has been introduced as a result of this review and the Trustees appointed now will be the first ever directly appointed trustees in the Foundation's history. A key aim of the review is to have a more diverse and inclusive governorship encompassing both trustees and the wider governor group and we are presently developing our diversity, equality and inclusion policy and strategy to support this aim.

The Board has the sole legal authority for the strategic direction of the Foundation and for all major decision making but devolves day to day operational responsibilities to the CEO and Leadership Team (LT). Both the Board and LT work with a group of Governors whose role is to reflect community interests into and out from the Board in key interest areas. The relationship and construction of the Governorship is also currently part of a governance review and there are likely to be changes in the coming months.

Trustees have key roles as ambassadors for the Foundation and for helping it build relationships with partners, stakeholders and the wider community and raise our profile.

The impact of the pandemic has had a significant impact on many charitable organisations including the Foundation and Trustees have had to 'step up' and be considerably more engaged and active than perhaps was the case previously. This is unlikely to change in the foreseeable future as we have many exciting developments ahead of us. Candidates should be aware that the time commitments outlined below are the **minimum** and Trustees will be expected to be able to contribute further.

**Commitment** Attendance at normally 6 Board meetings a year of approx. 4 hours plus at least one full day awayday, plus generally 4 Governor meetings a year, **plus attendance** subcommittees that all Trustees are involved with.

**Location:** Meetings are ordinarily held at One Garden City, Broadway, Letchworth Garden City, Herts SG6 3BF or elsewhere in the town. Remote meetings are also held.

## Who are the Charity's Trustees?

The Board currently comprises:

- the Chair
- the Vice Chair
- Hertfordshire County Council – nominate one councillor as a Trustee
- North Herts Council – nominate one councillor as a Trustee
- At least five Trustees appointed by the Governors (this presently includes Chair/Vice-chair)
- Up to five trustees appointed by open recruitment

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The Board of Trustees presently appoints the Chair and Vice Chair from among the Trustees on an annual basis.

### **Role description**

Your role as a Trustee is focussed on:

<b>Strategy</b>	To create and set strategic direction.
<b>Support</b>	To support the LT in the achievement of agreed objectives and to help develop partnerships with other bodies to facilitate the achievement of strategic objectives
<b>Scrutiny</b>	To challenge and scrutinise plans and ensure the process by which decisions have been taken is robust.
<b>Stewardship</b>	To protect assets and long-term financial sustainability, managing key risks and not missing big opportunities.
<b>Stretch</b>	To ensure time is set aside at least twice a year for the consideration of new and creative ideas, potential future objectives, partnerships or commissions which may be undertaken

### **Duties of a Board of Trustee Member**

The duties of a Board of Trustee member are to:

- contribute actively to the Board of Trustees by giving firm strategic direction and support to the Foundation, setting overall policy, defining goals, setting targets, and evaluating performance against agreed targets
- ensure that the Foundation complies with its governing document (The Rules and Regulations), charity law, company law and any other relevant legislation
- ensure that the Foundation pursues its objects as defined in its governing document (Rules of the Heritage Foundation)
- ensure the Foundation applies its resources exclusively in pursuance of its objects. For example, it must not spend money on activities which are not included in the objects, however worthwhile they may be
- safeguard the good name and values of the Foundation and follow the Trustee Code of Governance and the future Code of Ethics (under consideration currently)
- ensure the financial stability of the Foundation.

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience they must help the Board of Trustees and advice and support for the LT team to reach sound and informed decisions. This may involve leading discussions, identifying key issues, providing advice and guidance on new initiatives, and evaluating or offering advice on other areas in which the trustee has expertise, working collaboratively alongside the LT and their professional expertise.

### **Induction**

Trustees will attend an induction programme with the Chair, Chief Executive and Executive Directors prior to their first board meeting.

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**Commitment**

Trustees are expected to attend all board meetings held six times a year, typically starting at 4.30pm and last approximately three and half hours, usually at the Foundation's offices. Up to two awayday meetings are held each year for strategic planning.

- Papers are generally distributed at least 5 days in advance of meetings.
- Trustees will be expected to join board Committees or Policy Groups, which meeting on average 4-6 times a year (dependent on the terms of reference of that Committee), for approximately two to three hours.
- Trustees along with Governors are required to attend the Annual General Meeting (AGM) of the Foundation, which takes place in June.

**Confidentiality**

While carrying out your role, confidential and commercially sensitive information relating to Heritage Foundation property, tenants and projects will be shared with you and we will require you to sign a confidentiality agreement and adhere to our conflicts of interest policy as well as to our GDPR and data security policies.

**Code of conduct, Ethics and legal requirements**

You will be required to sign up to our Code of Conduct, a Code of Ethics currently under development for the Foundation, and Confidentiality Agreement. You must always constructively, respectfully and courteously contribute to the work of the Foundation in compliance with any requirements laid down by the laws of the United Kingdom.

All Trustees are required to have a basic DBS check and will be provided with appropriate training on Health and Safety and Safeguarding.

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### **Person Specification**

Following a recent Trustee skill audit, we are particularly keen to invite applications from people who have leadership experience and skills in housing development and construction as well as those with PR and communications skills and fundraising/inward investment. In addition, all Trustees must have:

- a passion for Letchworth, its heritage and improving its future for ALL residents
- a commitment to the purpose of the Foundation and addressing the needs of the town
- integrity and a neutral approach (the Foundation is apolitical, non-religious and non-partisan)
- strategic vision
- good, independent judgement
- an ability to think creatively
- a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trustees
- an ability to work effectively, supportively and courteously as a member of the Board and of the wider Foundation team and to take collective decisions for the good of the Foundation.
- a willingness to go beyond the minimum time requirement when required and to ensure that meetings are attended for their full duration (unless exceptional circumstances arise)
- commitment to equality, diversity and inclusion

The Board of Trustees collectively needs knowledge, skills and experience in the following areas relevant to charity governance and the Foundation's objectives:

- Governance and compliance with charity law
- Equality, diversity and inclusion
- Financial management, risk and investment, compliance
- Fundraising, and income generation
- Property Management, regeneration and development (inc. surveying)
- Community engagement and the creation of volunteer led groups
- Social Policy & research – particularly regarding health & wellbeing, housing, poverty, education, learning and skills and the voluntary sector
- Arts, heritage and culture development
- General legal advice
- Marketing, communications and public affairs
- Digital and technology
- Human Resource Management and Pension Fund management
- Social enterprise /investment development

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**How to apply**

Please send us a CV or a short career summary highlighting your key roles and life achievements. In addition, please tell us briefly why you want to be a trustee of the Foundation and what skills, experience and aptitude you will bring to the role. This should be no longer than 2 sides of A4 please. Both documents along with details of two referees and the completed equalities monitoring form should be sent to:

Jo Walker, [jo.walker@letchworth.com](mailto:jo.walker@letchworth.com) no later than **5pm on 6<sup>th</sup> December 2021**.

**Recruitment process**

Applications will be shortlisted by a recruitment panel, chaired by Pam Burn and made up of board members plus an external adviser. The panel expects to conduct interviews before the Christmas holiday break. The panel will recommend appointments to the Board which will be formally approved at the Board meeting on 25<sup>th</sup> January 2022. All appointments are subject to references.