



Trustee Recruitment Pack

April 2025

Letchworth
Garden City
Heritage Foundation

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. We are a unique endowed and place-based foundation managing and developing our assets to generate income that enables us to reinvest locally and fulfil our charitable objectives. We look after and maintain the Garden City, ensuring everyone living here can flourish and enjoy the best that town and country offers. We want more people to be able to enjoy nature and the outdoors, take advantage of our rich heritage and cultural offer and provide the best opportunities for our children and young people, tackling inequality.

We are looking to appoint an experienced Trustee with strong leadership and people skills, and who has skills and experience in one or more of the following:

- Accountancy and finance
- Fundraising and investment
- Place-regeneration and economic growth.

You will be a great advocate for our local community and an ambassador for the Foundation who is equally happy to work collaboratively with fellow Trustees and governors, and our team, shaping our strategy and playing a key role in ensuring we have a sustainable future.

As part of our governance succession plan, this role would be suitable for someone who is interested in becoming the Chair of 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)

Please note the closing date for applications is **midday on 24th April 2025**.

We very much look forward to hearing from you.

Gareth Hawkins
Chair

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 manage including Broadway Cinema, Gallery, Museum at One Garden City and Standalone Farm, as well as by providing annual grant funding of approx. £700,000 to our local voluntary sector.

The income to do all this is generated from our investments, including a large property portfolio. We own a wide range of industrial, office, retail and residential properties based in Letchworth, and which generates approx. £11m income per year. We presently spend about 40p in every £1 of rent received on fulfilling our charitable objects and the rest is spent on managing and maintaining our property.

We also operate a Scheme of Management that seeks to preserve the heritage of the built environment, which applies to the majority of residential property in the town.

Here is the link to our last Annual Review. [Letchworth Garden City Annual Report and Accounts 2023](#)

Our vision and mission.

That living in Letchworth Garden City offers everyone the opportunity to flourish as part of a vibrant community enjoying the best that both town and country offers, benefitting from easy access to nature and with unrivalled facilities, culture, and support networks.

We manage our assets and investments to generate income that enables us to care for the Garden City estate and support our local community, providing access to green spaces and a range of culture, heritage, learning and leisure facilities. We fund and support local organisations working to improve everyone's quality of life and meet our charitable objectives.

We have six strategic objectives:

1. Improve our financial resilience by active asset management and development, responding to changing needs and market opportunities, and transitioning to a low carbon economy estate.
2. Lead & champion sustainable conservation of Letchworth's architectural heritage
3. Improve wellbeing by increasing access to nature and the outdoors, getting more people involved in managing and improving greenspace, and promoting use of Letchworth's network of leisure facilities.

4. That Letchworth becomes a great place for children and young people to grow up.
5. More people are engaged in a rich and diverse cultural programme, and Letchworth is known for its thriving culture and leisure offer.
6. Improve prosperity and life chances by developing and funding skills, advice, and support programmes.

Here is a link to our strategic plan [Strategy 2028 | Letchworth](#)

Our values

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

- Collaborative
- Evidence-based
- Impactful
- Inclusive
- Supportive

Overview of Role

Being a Trustee and Governor of the Foundation is an exciting opportunity to shape the future of Letchworth Garden City and the Foundation, ensuring we are adapting to the demands and opportunities in this very challenging era of the 21st 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 12 Trustees (including the Chair and Vice Chair) and a professional Leadership Team (LT) led by a Chief Executive (CEO). Our present Chair wishes to stand down in January 2026 and as part of our succession plan, we are looking to appoint someone who would wish to take on this role from 2026 onwards.

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 the team work closely with a group of Governors whose role is to reflect community interests and represent key sector interests such as education or sports, amongst others.

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

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 at** subcommittees that all Trustees are involved with. We estimate that the role requires a minimum time commitment of at least a day per month
- 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.
- A total of seven Trustees elected by the Governors (this presently includes both the Chair/Vice-chair)
- Up to five Appointed Trustees

Local government appointed trustees may change following local government reform.

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

Role description

Your role as a Trustee is focussed on:

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| Strategy | To create and set strategic direction. |
| Support | To support the Leadership Team in the achievement of our strategy and agreed objectives and to help develop partnerships with other bodies to facilitate the achievement of our objectives |
| Scrutiny | To challenge and scrutinise plans and ensure the process by which decisions have been taken is robust. |
| Stewardship | To protect assets and long-term financial sustainability, managing key risks and not missing big opportunities. |
| Stretch | 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 Trustee

The duties of a Trustee 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
- 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 have to help the Board of Trustees and advise and support 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 drawing on their professional expertise.

Induction

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

Commitment

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

- Papers are generally distributed at least 5 working days in advance of meetings.
- Trustees are expected to join Board Committees or Policy Groups, which meet 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

In carrying out your role, confidential and commercially sensitive information relating to Heritage Foundation property, tenants and projects will be shared with you. 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 and legal requirements

You will be required to sign up to our Code of Conduct. 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.

You will champion our commitment to Equality, Diversity, and Inclusion (EDI) and our sustainability policy.

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

Person Specification

Following a recent Trustee skill audit, we are particularly looking to appoint an experienced Trustee with strong leadership and people skills who has experience in one or more of the following:

- accountancy and finance
- fundraising and investment
- place-regeneration and economic growth.

We are looking for someone who is able to be an ambassador, who is an effective networker and able to convene partners and stakeholders, especially on a local and regional basis.

In addition, all Trustees must have:

- a passion for Letchworth, its heritage and improving its future for residents
- a commitment to advocate and promote the Foundation and addressing the needs of the town.
- integrity and a neutral approach (the Foundation is apolitical, non-religious and non-partisan)
- ability to think strategically and have 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

As this role may be a potential future **Chair of the Board of Trustees** there are some additional duties the Chair carries out:

- Providing leadership to the organisation and the Board by ensuring that everyone remains focused on the delivery of the Foundation's charitable purposes and its strategic plan, in order to provide greater public benefit.
- Chairing and facilitating Board meetings and other meetings, ensuring everyone is able to participate and the meetings are well managed.
- Giving direction to the Board's policy development, and having the casting vote where necessary
- Representing the Foundation externally at functions and meetings, and acting as a spokesperson and figurehead as appropriate

- Bringing impartiality and objectivity to decision-making and ensuring that Nolan Principles and the Charity Commission's guidance on good governance practice are followed.

Working together with the Chief Executive you will:

- Plan the annual cycle of board meetings and other general meetings where required, for example annual general meeting/Garden City meeting
- Set agendas for the Board and other general meetings
- Developing the Board of Trustees including induction, training, appraisal and succession planning
- Addressing conflict within the Board and within the organisation, and liaising with the Chief Executive to achieve this
- Liaising with the Chief Executive to keep an overview of the organisation's affairs and to provide support as appropriate
- Leading the process of appointing, supporting, and appraising the performance of the Chief Executive
- Sitting on appointment and disciplinary panels

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 no later than midday on 24th April 2025

Recruitment process

Applications will be shortlisted by a recruitment panel, chaired by Gareth Hawkins, and a small group of trustees.

The panel expects to conduct interviews on 22nd and 23rd May. An informal networking meeting with a wider group of trustees is planned for 11th June. The panel will recommend an appointment to the Board which will be formally approved at its meeting on 15th July.

All appointments are made subject to references.