



**Creating resilient, thriving communities  
Delivering social value  
Changing people's lives**



## **Trustee Recruitment Pack**

## Welcome to the Land Trust

Thank you for expressing an interest in becoming a Trustee of the Land Trust.

The Land Trust is unique, we believe, in its approach and operations. We utilise public open space/green infrastructure as a positive asset to help create healthy, cohesive and resilient communities whilst delivering our charitable objectives.

Last year alone we had over 59,000 community activities on our sites and had over 39,000 people take part in health activities.

We are at an exciting and challenging time in our life, with a growing portfolio of sites across Great Britain, including as we diversify, involvement in an increasing number of large scale urban extensions, with a forecast that we will within the next 10 years' become responsible for the ownership and management of green infrastructure around up to 50,000 new homes, providing an important service to new communities.

Having reached our 15<sup>th</sup> Anniversary this year, we now have an investment portfolio of c£150m to fund our endowed sites delivering an income in excess of £5m.

I trust that you find the information pack, which contains details of the experience and expertise that we're looking to bring onto our Board, and our online information of interest.



Peter Smith  
Chairman

## Introduction

The Land Trust was established as a joint venture company in 2004 by Homes England (HE) formerly the Homes and Communities Agency (HCA) and Groundwork UK and became a fully independent registered charity in 2010.

We are governed by a Board with Trustees and have eight influential organisations as Members of the Trust (Homes England, Woodland Trust, The Prince's Foundation, The Wildlife Trusts, The National Trust, The Town and Country Planning Association, Groundwork and The Conservation Volunteers) whose expertise and experience encompass a wide variety of sectors. Our members support us in a variety of ways including joint working on projects and providing the role of 'critical friend'.

The Trust was established with five key charitable objectives to drive its work. These are health, environment and biodiversity, community cohesion, economic vitality and education and learning.

In 2017-18 more than 1.3 million people visited sites owned and managed by the Trust and more than 13,000 individuals took part in education or training activities on the charity's sites.

We have a substantial portfolio of land across England that we have acquired following the closure of the coalfields. We have added sites across many areas of the country including, in particular, Merseyside and Essex and we have just taken on our first site in Scotland. We have built our portfolio by working with a wide range of public and private sector landholders including government, strategic landholders, house developers, landfill operators, local authorities and mining companies to find bespoke long-term funding solutions to safeguard and improve our public open space.

We have developed a reputation for working with landholders at the outset of a project to identify a long-term funding and management solution as well as identifying the most appropriate way to transform the site into sustainable, high quality public open space. This reputation has enabled us to extend our approach across other sectors.

In recent years, and in keeping with our long term plans, we have seen a substantial increase in interest from developers who see the Land Trust as a sustainable owner and manager of green spaces associated with developments – both housing and commercial.

These developments can run to many hundreds and often thousands of homes and the green infrastructure that needs managing and protecting around them can be substantial. Our site funding may be achieved through a variety of options, including endowments, service charges, and S106 payments.

We hold cash and investments of c£150m. Income from this ensures that our endowed sites are managed to a good standard and contribute to the well-being of the local communities.

Despite our large portfolio we remain a small team. We manage our sites on a regional basis through experienced Estate Managers and appoint local partners to maintain them and engage with local communities on a day to day basis. We work with them to agree and manage an annual budget, deliver charitable outcomes and plans of work within the resources available. Our managing partners include: Autism Together, Wildlife Trusts, Local Authorities, Groundwork Trusts and The Conservation Volunteers.

Before we acquire a site we undertake thorough due diligence and risk analysis and take legal and professional advice as necessary, ensuring that appropriate risk management solutions are in place as required. The Board reviews and approves all site acquisitions and receives regular updates on the sites in the development pipeline.

## The Board

The Board is made up of the Chair and Trustees with the Land Trust Senior Leadership Team in attendance. Trustees, based on their breadth of knowledge and experience, are responsible for setting the long term vision, strategy and charitable outcomes of the organisation, approving the plans and budgets for achieving them and monitoring performance against them.

The Board is responsible for the financial health of the charity and for overseeing its affairs to ensure that its charitable status is maintained.

The Board has delegated responsibility for the day to day management of the Land Trust to the Chief Executive, who is responsible for leading the Senior Leadership Team and for making and implementing operational decisions.

The Board works through Board Meetings, Committees (The Audit Committee, The Investment Committee, The Remuneration and HR Committee and the Nominations Committee) and through ad hoc meetings when necessary. The Board and the executive hold an annual Awayday to discuss strategic issues, and Trustees visit key sites from time to time.

## Trustee Role Profile

As a Trustee you will bring leadership skills, knowledge and experience, independence and objectivity of judgement, on matters relating to:

- developing and fulfilling the charity's aims and objectives and ensuring that suitable resources are in place;
- constructively challenging and contributing to the development of the strategy of the charity, including setting goals and targets;
- helping develop and implement the charity's values and standards and ensuring its responsibilities to its stakeholders are met;
- scrutinising the performance of the Senior Leadership Team against the charity's objectives and strategy, and monitoring the reporting of performance;
- ensuring that the charity's income is directed solely to its charitable purposes and using reasonable endeavours to ensure, so far as within the powers of the trustees, the Charity is financially viable;
- protecting and managing the property of the charity;
- ensuring the proper investment of the charity's funds;
- being satisfied that financial information is accurate and that financial and legal controls and systems of risk management are robust and defensible;
- appointing the Chief Executive and monitoring their performance.

## Trustee Person Specification

The Land Trust manages a diverse portfolio and strives to reflect the Land Trust's diversity in all Board appointments. We welcome applications from everyone, regardless of age, gender, ethnicity, sexual orientation, faith or disability. We really want to have an appropriate mix of Board members from all sectors and backgrounds.

**To enrich the Board's overall knowledge and experience, we are looking for specific experience and skills in the following four areas:**

- For the Board and Audit Committee - chartered or certified accountant, experience of having operated successfully in a senior financial role, recent and relevant experience of best practice financial governance and a sound appreciation of risk management.
- For the Board and Investment Committee – experience of investment management either as an asset/fund manager or as a client relationship manager or as a member of an Investment Committee with a significant fund portfolio. The Trust has an investment fund currently of c£150m that earns in excess of £5m p.a. utilised to fund the management and maintenance of our endowed sites. The fund grows as we acquire new sites.
- For the Board - knowledge and experience of the importance of green infrastructure to encourage biodiversity and help with climate change mitigation and adaptation.
- For the Board - large scale master planning/development experience to support the Trust's continuing growth. The Land Trust is working with a number of strategic developers responsible for large scale residential developments of up to 11,000 new homes. The Trust will become responsible for the green and blue infrastructure around these developments.

**All candidates must have:**

- An understanding and belief in the vision and goals of the Land Trust and the potential of green spaces to transform places and enrich lives
- A sound appreciation of the responsibilities of a trustee and the role of a non-executive together with the capacity to work alongside senior management
- An independent and incisive approach with the capacity to think and contribute strategically
- A collegiate style, who is both approachable and participative
- Effective communication and interpersonal skills
- Sufficient time to commit to the role, with most Trustees committing 10 to 11 days per year, with meetings held in London, Warrington and at other Land Trust sites.

## **Terms and conditions**

Trustees are normally appointed initially for 3 years and may be reappointed, to serve up to a maximum of 9 years. One third of Trustees is required to retire at each AGM and can stand for re-election, subject to the maximum time limit.

Land Trust Board members will not be paid a salary, fee or any other remuneration or benefit by the Charity, except for reasonable out-of-pocket expenses.

The Charity has purchased Trustee indemnity insurance. Such indemnity insurance cover will be maintained by the Charity in connection with any potential liability for negligence, default, breach of duty or breach of trust that might otherwise be incurred by trustees in their capacity in relation to the Charity.

All Trustees must declare any interests likely to give rise to a conflict of interest between a Trustee’s duty to act solely in the interests of the Charity and any other interest (direct or indirect) and conform to the Code of Conduct.

## How to apply

If you are up for the challenge and would like to apply to be considered for a Trustee position, you should submit:

- Your up to date CV – this should be no more than three sides of A4
- A supporting statement setting out why you want to be considered, your suitability for the role and the extent of your experience in one or more of the four specific areas of expertise and experience that the Land Trust are seeking on this occasion to compliment the Board – this should not exceed 2 sides of A4.
- A completed Land Trust Diversity Monitoring Form available to download from [www.thelandtrust.org.uk/opportunity/become-a-trustee](http://www.thelandtrust.org.uk/opportunity/become-a-trustee)
- Please send these documents to [juliesmith@thelandtrust.org.uk](mailto:juliesmith@thelandtrust.org.uk)

<b>Key Dates</b>	
Closing Date	6 <sup>th</sup> May 2019
Final interviews with Board Members	3 <sup>rd</sup> and 5 <sup>th</sup> June in central London

We look forward to receiving your application.