



Trustee Recruitment Pack



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Registered Charity no. 291607 Company no. 1901905



Thank you for expressing an interest in Cornwall Heritage Trust and the role of a Trustee.

Following a thorough review of our governance we are seeking to appoint people to join our team and help Cornwall Heritage Trust (CHT) to achieve its strategic aims. This is a really exciting time to join the Trust as we work towards safeguarding our future sustainability, aspire to grow our activity and head towards celebrating our 40th anniversary.

We would particularly like to hear from people with the following skills:

- Financial management
- An understanding of the role of a Trustee as well as the capacity to contribute to the work of the Board and Charity

If you have a passion for Cornwall and its heritage and some spare time to devote to a new interest then perhaps this could be the opportunity for you?

This document will provide you with all of the information you will need to find out more about CHT and what we do and hopefully inspire you to want to get involved!



The History

In the early 1980s, there was a growing concern that too much of Cornwall's heritage was under threat from potential private buyers; two such sites were Land's End and Lamorna Cove. It was clear that there was no organisation in Cornwall with the ability to raise the funds required to save sites such as these.

In 1983, a group of people, who were members of the Cornish Assembly, got together with the idea of forming such an organisation with the aim of saving buildings, ancient artefacts and important heritage sites. Two years later, on 2nd April 1985, the Cornwall Heritage Trust came into being with the Honourable, The Viscount Falmouth, Lord Lieutenant of Cornwall as its first President.

Fundraising was a priority and a target of £1,000,000 set; it was thought that this sum would provide the Trust with a worthwhile income. The first donation of £50 came from the Cornish Assembly followed by an application to the Council, which, very generously, gave a donation of £5000 plus a £25,000 loan to be paid over a 7-year period at a very favourable interest. This donation was the foundation stone for all the subsequent fundraising efforts. The Chairman at this time wrote to many distinguished people in Cornwall in order to gather a list of Patrons to show that the Trust was serious in its intent.

The first site offered to the Trust was Sancreed Beacon, near Penzance, owned by English China Clays, which was purchased in 1985 for £5,000 and in 1988 Castle an Dinas, an Iron Age hillfort dating from about the 2nd or 3rd century BC, was purchased from The Duchy of Cornwall for £9,000. Also in 1988, the Trust obtained Trevanion Culverhouse from a building company in Wadebridge; closely followed in 1989 by the acquisition of the Treffry Viaduct from the Treffry family for £125.

In 1996, English Heritage approached the Trust with a request to manage six of its free sites in Cornwall. These were King Doniert's Stone, Trethevy Quoit, The Hurlers, Dupath Well, St Breock Downs Monolith and Tregiffian Burial Chamber. In 1997, Carn Euny was added to the group and these are the sites we still manage today.

Fundraising was further progressed with Patrons and members opening their gardens, organising golf matches and even a jazz party to add to the membership subscriptions. There were bequests from estates as well as private donations. The Trust also owns a small art collection, the majority being bequeathed by Paul Smales.

In July 2012, the Trust was the beneficiary of a very substantial bequest from the estate of Mr. Kenneth Howard Mills. This windfall meant that





the medium-term future of the Trust was assured, however there were demands on this money, not least the need to maintain our sites – the most expensive being Treffry Viaduct.

In 2017, the Trust acquired the field in which Trethevy Quoit stands to protect the setting of the monument, this action led to the Quoit being removed from the Heritage At Risk Register.

In the last few years, we have added a further five historic sites to our portfolio, bringing the total number of sites in our care to 16.

Caer Bran, an important multi-age hillfort site near Sancreed, was acquired in 2022 after it was advertised for sale. On the Heritage at Risk register due to its poor management, it sits between Sancreed Beacon and Carn Euny and became our first addition in five years.

In late 2022, St Cleer Holy Well and Cross near Liskeard came into our care. Historic England had approached us three years earlier about the monument which, whilst very well preserved, was in need of some maintenance. It was subsequently discovered that the site was owned by a Trust which no longer had any trustees and therefore, after a great deal of hard work and negotiation, CHT became the custodian of the site. Fast forward 12 months and the monument was removed from the Heritage at Risk Register as a result of our ownership and management of the site.

In July 2023, we took ownership of Lammana Chapel – an important historic site on the mainland near West Looe containing the stone foundations of a chapel, which was part of a medieval priory based on Looe Island.

Just as we announced this acquisition, Tregonning Hill near Helston was put up for sale by a private individual, sparking a great deal of public interest and receiving national media attention. This great granite hill overlooking Mount's Bay has a diverse archaeological landscape with monuments dating back to the Bronze Age and is known as the birthplace of the British china clay industry. The site is considered to be of huge archaeological value and has extremely complex needs so it will come as no surprise that we quickly made it our mission to become its custodians.

In November 2023, we announced that we had been successful in this endeavour and that the site's future had been safeguarded. This purchase was made possible by donations to our newly launched Historic Sites Fund, as well as a substantial gift from Simon and Barbara Maddison.

The most recent historic site to come into our care is Duloe Stone Circle – an important ancient site at the southern end of the village of Duloe, between Liskeard and Looe. We now manage the stone circle on behalf of the Duchy of Cornwall.

Present Day

Today, the Trust continues to embody the original aims set out nearly 40 years ago – to preserve and strengthen Cornwall's heritage, with the more recent vision of "heritage for one and all". Our sites are still free to access all year round and we continue to manage 7 sites on behalf of English Heritage; an arrangement which has been renewed for a further 10 years.

Over the past few years, the Trust has grown and now has 16 members of staff (over 9FTE) as well as custodians and wardens at the various sites. The staff are based at Krowji in Redruth and the office serves as CHT HQ.

Alongside the work that we carry out on the sites, we have a busy Education programme which has its own grants schemes for bursaries and schools transport, a growing programme of workshops and provides free resources for schools via our website. Heritage Promotion is also a key priority for CHT and focuses on engagement with Cornish communities to raise awareness of heritage in Cornwall and the challenges faced. This has included hosting a wide range of community events and activities, which have been attended by over 3000 people in the last year alone.

The Coronavirus pandemic was a good time to re-evaluate our strategic priorities and review our governance processes and we spent a considerable amount of time undertaking this exercise. This led to the formulation of the "Resilience Project", a scheme designed to build on the governance review and move forwards with the creation of a Business Development Plan and Fundraising Strategy. In November 2020, we were awarded a £50K Culture Recovery Grant which enabled us to commission consultants to carry out the Resilience Project with us. This was completed in October 2021 and has just been reviewed.

The organisation has grown and evolved considerably since adopting the Business Development Plan. Following the successful bid to the Culture Recovery Fund, we have enjoyed success through further grant applications to the National Lottery Heritage Fund, Shared Prosperity Fund, and National Lottery Community Fund as well as funders such as Garfield Weston and Great Western Railway, for example. This has resulted in the scope of our work increasing and the impact of our activities making a huge difference to Cornwall's heritage.

We hope this growth will continue but recognise the challenges fundraising success represents with respect to accounting, reporting and monitoring. We are about to recruit a Finance Manager and, therefore, believe that now is the time to add to our Board of Trustees and recruit a new trustee with the skills required to provide the appropriate support, challenge and oversight.





Our Charitable Purposes



Acquire land of particular beauty, historic, cultural or religious significance



Preserve and restore buildings, artefacts or other items of particular artistic, aesthetic, historic, cultural, religious or other significance



Educate the general public and the people of Cornwall, and inspire not least Cornwall's young people, about Cornwall's heritage and to encourage the realisation of its importance to future generations



To promote, with sensitivity, the heritage of Cornwall for the people of Cornwall's economic well being; and to raise funds and achieve favourable publicity to these ends

Legal

- The Cornwall Heritage Trust Ltd is a Limited Company, limited by guarantee – Company number 191905
- It is also a Registered Charity – registered number 291607
- Trustees are also Directors of the Limited Company
- The Trust is managed by the Council of Management (Board of Trustees)
- The maximum number of trustees, as defined by the Articles of Association, is fifteen and the minimum is seven. To be quorate, three trustees must be present at a meeting
- A trustee term of office is three years at which point they must stand-down and are usually re-elected at the AGM
- The role of a Trustee is voluntary and therefore unpaid, however reasonable expenses incurred on behalf of the Trust will be reimbursed
- Trustees must be members of CHT

Board of Trustees

- Known as the “Council of Management”
- The Council of Management is also split into four sub committees, namely:
 - Finance
 - Education and Community Engagement
 - Property
 - Grants Preview
- Meets eight times per year and the sub committees meet four times a year. Meetings are arranged quarterly as follows:

Month 1 – Sub Committees meet

Month 2 – Council of Management meets

Focus on Finance and Education

Month 3 – Council of Management meets

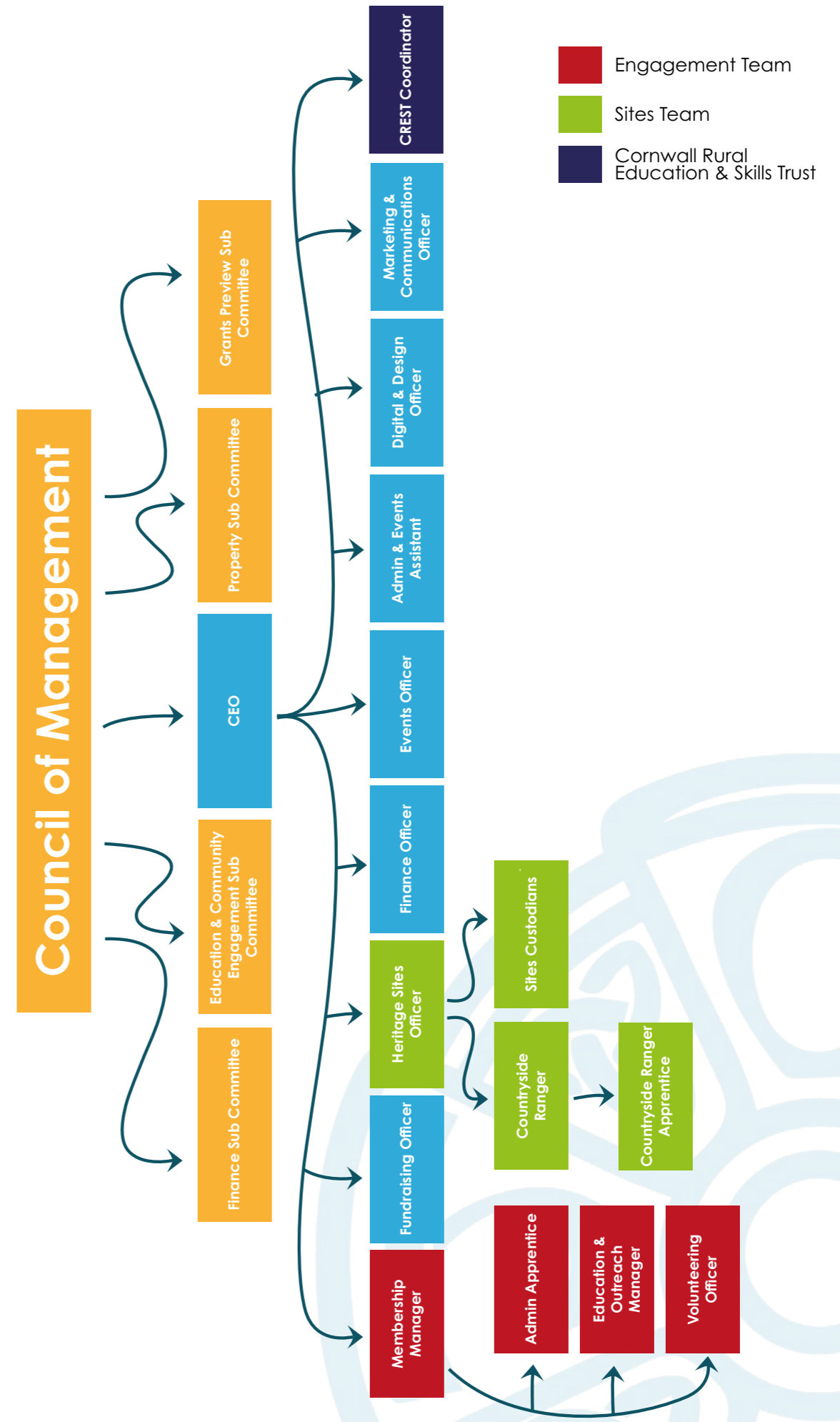
Focus on Property and Grants





Photo credit: Keith Lairby

The following diagram is a simple illustration of how the various functions of the Trust link together



Financial Overview

The Trust is in a privileged position thanks to the Mills Legacy, which was received in 2012. Our reserves are held in two investment portfolios: the Mills legacy being looked after by Brewin Dolphin and the remainder of our reserves being held by the CCLA. At present, the valuation of both portfolios stands at approximately £2.1m but this is obviously dependent on movements in the Stock Market.

We are aware of the impact of Stock Market fluctuations and strive to safeguard the Trust from the resultant decreased income through our resilience work.

Our sources of income include membership subscriptions, donations, legacies, fundraising, management fees for partner sites and stewardship grants for our own sites. Our investment portfolios also provide us with income each year.

Total annual income in 2022/23 amounted to £471,218 and in 2021/22 amounted to £253,492.

Being a property-owning organisation means that there is inevitably an ongoing commitment to maintenance of the sites which accounts for a significant sum each year. In addition to this are all the usual costs associated with running an office and employing staff as well as the various grants schemes and education and community engagement programmes.

At present we knowingly set a deficit budget each year. This is obviously not sustainable as an ongoing strategy and so closing the gap between our expenditure and income is a key focus of the Resilience Project.

The Role of Trustee

The [Charity Governance Code](#) directs that all trustees:

- Are committed to their charity's cause and have joined its board because they want to help the charity deliver its purposes most effectively for public benefit
- Recognise that meeting their charity's stated public benefit is an ongoing requirement
- Understand their roles and legal responsibilities, and, in particular, have read and understand:
 - The Charity Commission's guidance [The Essential Trustee \(CC3\)](#)
 - Their charity's governing document
- Are committed to good governance and want to contribute to their charity's continued improvement





Seven principles of the Charity Governance Code

1. Organisational purpose

The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably

2. Leadership

Every charity is led by an effective board that provides strategic leadership in line with the charity's aims and values

3. Integrity

The board acts with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly

4. Decision-making, risk and control

The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored

5. Board effectiveness

The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions

6. Equality, diversity and inclusion

The board's approach to diversity supports its effectiveness, leadership and decision-making

7. Openness and accountability

The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to

Role Description

To be a Trustee of an organisation is an exciting and fulfilling role. The most effective Boards are ones which benefit from individuals from a diverse range of backgrounds, experiences and skill sets. The role of a Trustee is to ensure that Cornwall Heritage Trust fulfils its duty and delivers on our vision, mission and values.

The statutory duties of a trustee are...

- To ensure the organisation complies with its governing document - sometimes known as a trust deed, constitution, or articles of association.
- To ensure that the organisation pursues its objectives as defined in its governing document.
- To ensure the organisation applies its resources exclusively in pursuance of its objectives - the charity must not spend money on activities which are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the role of the Council of Management in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the organisation.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- If the organisation employs staff, to appoint the Chief Executive Officer and monitor their performance.
- In addition, with other trustees to hold the charity "in trust" for current and future beneficiaries by:
 - Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these.
 - Being responsible for the performance of the charity and for its "corporate" behaviour; ensuring that the charity complies with all legal and regulatory requirements.
 - Acting as guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
 - Ensuring that the charity's governance is of the highest possible standard.

As well as the various statutory duties, any trustee should make full use of any specific skills, knowledge or experience to help the board make good decisions and perform all such additional duties as are reasonably commensurate with the role.



What to expect from CHT

In return, CHT will ensure that...

- An appropriate induction takes place
- Documents required for meetings are published at least one week ahead of the meeting date
- Council of Management meetings are participative and an open style in which all are encouraged to contribute and are listened to
- There are opportunities for discussion with the Chair and Chief Executive in relation to trustee matters
- There are opportunities to become involved in a range of internal and external activities, conferences, events and training
- Commitment to best practise and excellence is part of our culture as an organisation
- Reasonable expenses incurred on behalf of the Trust are reimbursed

The People

Trustees

The Council of Management is currently made up of ten trustees.

Lt Col Richard Trant
Mrs Alison Davey
Mrs Clare Jacques
Mr Peter Herring
Mr Richard Farrant
Mr Matt Dickinson
Mr Alasdair Moore
Mrs Helen Rawe
Mrs Elizabeth Carne
Dr Garry Tregidga

Chairman
Vice Chair & Chair of the Education Committee
Chair of the Finance Committee
Chair of the Property Committee

Royal Patron & President

HRH The former Prince of Wales
Colonel Sir Edward Bolitho, Lord Lieutenant of Cornwall

Royal Patron
President

Neither President nor Royal Patron serve as trustees.

Staff

The Trust currently employs 16 staff who equate to approximately 9.2FTE.

Cathy Woolcock
Alison Bick
Isobel Bloomfield
Belinda Body
Vaughn Chambers
Dick Cole
Caroline Davey
Hollie Ferris
Grace Kennard
Kath Layte
Cherish Maxwell
Casey Meyer-Bourne
Sophie Meyer
Antonia Mullaly
Graham Reynolds
James Shipway

CEO
Digital & Design Officer
Volunteering Officer
Events Officer
Business Administrator Apprentice
Heritage Sites Officer
Education and Outreach Manager
Countryside Ranger
Marketing and Communications Officer
Finance Officer
CREST Training and Volunteer Coordinator
Admin and Events Assistant
Engagement Manager
Fundraising Officer
Custodian
Countryside Ranger Apprentice

In addition to the staff there are also Custodians to look after the various sites, many of whom are sub-contractors or receive honorarium payments through the English Heritage management agreement.

Stakeholders

The following table lists our main stakeholder groups and gives examples of the organisations within them; this is by no means an exhaustive list.

Members

Over 10,000 members

Regulatory Bodies

Historic England
Cornwall Council
Natural England

Funders

National Lottery Heritage Fund
National Lottery Community Fund
Cornwall Community Fund
Shared Prosperity Fund
GWR
Garfield Weston

Partners

English Heritage
Cornwall AONB

Affiliates

Gorsedh Kernow
Federation of Old Cornwall Societies

Heritage Friends

CHT Corporate Sponsors

Service Users

Cornish Schools



Recruitment Process

How to Apply

We are working with our Recruitment Partner, Jackie Dawkins of Shine Charity Recruitment. Please feel free to contact her for initial discussion by email jackie@shinecharityrecruitment.co.uk or telephone 01884 841175, or send your CV and supporting statement.

She will arrange a Zoom meeting to discuss Trusteeship and the Cornwall Heritage Trust in more detail.

Process

After your meeting with Jackie, she will report back to the Board with her recommendations and to make the arrangements for an initial meeting with the Chair and CEO.

Attendance at first Council of Management meeting at which an election will take place.

Receipt of the Trustee Induction Pack and completion of a Trustee Details form to enable formal registration of the position with Companies House and the Charities Commission.

Assignment of a "mentor" or buddy trustee, if required.

Trustee appointment is then formally ratified at the next AGM, this is a formality.

Essential Reading

In addition to this booklet please refer to the following documents for more information

About CHT

- [Annual Reviews](#)
- Newsletters
- [Trust website](#)
- Trustee handbook

CHT Governance

- Financial Statements
- Strategic Plan
- Memorandum & Articles of Association
- Role of a Trustee
- Trustee Code of Conduct
- Resilience Project Interim Report

Being a Trustee and Company Director

- [Essential Trustee](#)
- [Charity Governance Code](#)
- [Companies House guidance on being a company director](#)

Contacts

In addition to Jackie Dawkins, if you would like more information about Cornwall Heritage Trust, please find below all the information you will require to get in touch with CHT.

Email

Office info@cornwallheritagetrust.org
Cathy Woolcock cathy@cornwallheritagetrust.org

Websites

www.cornwallheritagetrust.org
www.cornwallforever.co.uk

Social Media

LinkedIn Cornwall Heritage Trust
Instagram [cornwallheritagetrust](https://www.instagram.com/cornwallheritagetrust)
Twitter [heritage_trust](https://twitter.com/heritage_trust)
Facebook [TheCornwallHeritageTrust](https://www.facebook.com/TheCornwallHeritageTrust)



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