



## Trustee Recruitment Pack

Thank you for your interest in becoming a trustee with the Community Land Trust Network (CLTN). This pack has been prepared for you to get a better understanding of the role, the commitments and expectations. It also outlines how to proceed with the application process.

### Why join us?

Would you like to join a dynamic organisation that is behind a growing movement of people building genuinely and permanently affordable homes? Will you enjoy working in a pioneering and committed team of trustees that help inspire, guide and drive the staff's ambition and achievements? We are looking for two trustees to join our board this spring to help shape the future of our growing and ambitious membership network.

Community Land Trusts (CLTs) are a growing force for social good. They are set up and run by ordinary people to develop and manage affordable homes as well as shops, pubs, land and other assets that are important to that community. Our mission is to make community ownership of land and affordable housing commonplace.



# Details of this appointment

Currently there are seven trustees. We would like to recruit two new trustees so that we have nine in total. The role is voluntary and unpaid. There are opportunities to specialise in particular areas of interest such as joining the finance committee, representing CLTN at conferences or becoming a project sponsor.

## Timetable

Expressions of interest should be **submitted by midday on 8th April**. Informal interviews will take place in late-May and we aim to appoint new trustees in June, being formally co-opted by the board of trustees at the July board meeting.

## About the role

Working with our existing team of Trustees you will ensure that the Community Land Trust Network has the right strategy and resources to achieve transformational change, that we are well run and thrive as an organisation.

### **Key tasks and accountabilities are:**

- Ensure the charity acts for public benefit, is meeting its objects set out in the constitution and retains its ethos and values.
- Ensure the charity has a clear vision and strategy, and business plan focused on achievement
- Oversee the chief executive's discharge of the Network's business plan through agreeing performance targets, supporting them and holding them to account for achieving this efficiently and effectively
- Manage resources responsibly and ensure the viability of the organisation: Act as guardians for the charity's assets and ensure the stability of the organisation
- People: responsibility for and to staff, members and volunteers
- Act with reasonable care and skill and in the charity's best interests. By understanding your responsibilities and complying with the Trustees Code of Conduct.
- Develop and ensure the maintenance of a properly constituted, balanced and competent Board.
- Oversee the discharge of all legal, regulatory and contractual obligations and requirements, and ensure the charity is accountable.

For an exhaustive list of duties and responsibilities please refer to **Appendix A**.

## Time commitments

The Board meets quarterly for 2-3 hour meetings, typically two meetings are in person and two are online. The venue for Trustee meetings will vary, although they are normally held in central London or another location convenient to most trustees and senior staff and accessible by public transport. When in person, meetings normally start around 11am being mindful of travel arrangements and lunch is provided.

The finance committee also meets quarterly, a week before the board meeting. Some years we have a staff and trustee development and business planning event over the course of one or two days, sometimes with an overnight stay. We encourage you to attend the AGM which is held in November each year.

In addition trustees will be encouraged to attend external events, particularly with members, as necessary. Some work may be required in between meetings over email.

### **Notable dates for your diary:**

- We have provisional dates held for a CLT conference on 21st June in London
- There is an online board meeting on 10th July
- We have an online board meeting on 22nd October
- Our AGM is on 23rd of November where you will be elected by the members.

## Induction

There is an induction and familiarisation programme for new board members and training will be discussed and provided as necessary (there is a budget for trustee development).

## Remuneration

Board members are not remunerated. Board members will be paid reasonable travel, subsistence and accommodation expenses to attend pre-agreed events and board meetings, as agreed within the overall budget.

## Period of appointment

Trustees are appointed by the Members and the Trustees of the Community Land Trust Network at the AGM, after being co-opted by the Trustee board earlier in the year. Tenure is three years with a maximum period of two terms (6 years in total).

# What is the Community Land Trust Network?

Community Land Trusts – or CLTs – give ordinary people the means to steward land for local wellbeing, developing and managing affordable homes and other assets important to their local community. There are now over 350 CLTs which between them own more than 2000 homes as well as shops, pubs, workspace, renewable energy and farmland. They range from small projects of a few homes to a forthcoming 500-home garden village and an occupied 600-home urban social housing estate.

The Community Land Trust Network was established in 2010. We are the national membership charity for CLTs in England and Wales and work with a network of local enabling organisations and other national community led housing (CLH) partners. We provide resources, training and advice for CLTs and work with national and local government, housing associations, developers, lenders and funders to establish the best conditions for CLTs to grow and flourish. In the short time that the Community Land Trust Network has been around it has achieved a significant amount and is known as one of the most effective lobbying organisations in Westminster.

- Some of the notable achievements include:
- Taking a leading role in developing an effective and self-sustaining body of expertise in the wider industry to enable CLTs.
- Securing the Community Housing Fund from the government which has put £300m on the table for community led housing since 2016.
- Ensuring CLTs are able to protect their affordable homes with exemptions from the ban on ground rents, the voluntary right to buy and the right to shared ownership.
- Successfully delivering major grant-funded programmes worth in excess of £8 million to develop CLTs and the sector.



# What can you bring to the Network?

To achieve the Community Land Trust Network's vision and goals, the Network needs people with sound judgement who will enjoy guiding the team to achieve our ambitions.

It's important to us that you feel strongly about the importance of social justice and the difference that community land trust can make in meeting that aim.

While we welcome interest from a wide variety of backgrounds we are looking for people with some of the following attributes in particular, to compliment the of skills of our current board (**note you *do not* have to have every skill listed here**)

## Person Specification

- Sector knowledge, in particular
  - Board level member of a CLT
  - Housing, planning and development
  - Sector regulators and regulation
  - Innovation and achieving systems change
- Experience in Management
  - Strategy and business plan development
  - HR, Employment law and practice
  - Recruitment and selection
  - Previous board experience is desirable (charity or non-charity)
  - Organisational resilience and change management
- Experience in charities:
  - Charity governance and regulation
  - Membership bodies
  - Funders and fundraising
- Experience in financial management, in particular
  - Budget setting
  - Accountants
  - Financial Directors
  - Chief Operating Officers
  - Charity finance background
- Geographical spread: we would welcome applicants from Yorkshire and Humber, the North West and the Midlands, and more generally rural CLTs.
- Diversity: We particularly welcome applications from women and/or a Black, Asian or Minority Ethnic candidate as they are underrepresented in our organisation at this level.

# How to proceed with the nomination

The expression of interest comprises the following three items:

1. **Expression of interest form** (either online or via a word doc/email see below)
2. **A cover letter:** in your cover letter please respond to the two questions below. Please ensure these do not exceed two pages of A4 and save as a PDF.
  - a. Why would you like to be a Trustee of the Community Land Trust Network?
  - b. What skills, experience and competencies can you bring to this role in relation to the role description? *Please refer specifically to both the tasks and accountabilities and the person specification above.*
3. **A CV** outlining your career to date, with any academic and professional qualifications. This must be saved as a PDF.

## **Choose from the following two options available for application submission:**

1. **Preferred option:** [Go to this link to apply online](#) - Here you will be able to complete the application form questions and upload your CV and Cover Letter.
- OR**
2. Use the Word Doc Expression of Interest Form which was emailed to you, email the completed application form, along with your CV and Covering Letter to [jobs@communitylandtrusts.org.uk](mailto:jobs@communitylandtrusts.org.uk)

## **Please apply by either method by midday 8th April.**

Your cover letter and CV will be circulated to our working group of trustees for review. They will match your skills against our board-skills gap analysis during April/May.

The working group will most likely arrange an informal telephone/virtual meeting so that all parties can get to know each other before all parties agree to proceed with a formal nomination for co-option to the board. These will take place in late May and we hope to appoint new trustees in June.

New trustees will be formally co-opted at the July board meeting.

## Information

If you require any more information about the process or would like to arrange a chat with our chief executive or chair, please get in touch with Rachel to arrange a suitable time: [rachel@communitylandtrusts.org.uk](mailto:rachel@communitylandtrusts.org.uk)

# Appendix A Role Profile:

## Main purpose of the role

Trustees are jointly and collectively responsible for the overall strategy and direction of the CLTN. Trustees are responsible for supporting the Chief Executive and ensuring that the organisation is governed responsibly; that it is operating within agreed policies and budgets; that it complies with current legislation; and delivering on its objectives as defined in the constitution.

Board members have ultimate responsibility for what the CLTN does, consistent with Clause 97 (1) of the Charities Act 1993, which states that charity trustees are 'the persons that have the general control and management of the administration of a charity'.

After appointment, we can make available the Community Land Trust Network's Business Plan, the Constitution and the Trustees Code of Conduct, which contain a fuller background to the work and expectations of the trustees.

## Tasks and duties

Tasks and duties
<ol style="list-style-type: none"><li>1. Ensuring the charity is for the public benefit<ol style="list-style-type: none"><li>a. Being familiar with our constitution and objects</li><li>b. Understanding what CLTN can and can't do within its purposes</li><li>c. Ensuring that the charity is carrying out activities which meet those purposes and objects and no other.</li><li>d. Proposing changes to articles and objects where necessary in accordance with constitutional and legal requirements</li></ol></li></ol>
<ol style="list-style-type: none"><li>2. Legal, regulatory and contractual<ol style="list-style-type: none"><li>a. To ensure that the organisation functions within the legal and financial requirements of a registered charity and others that may apply – industrial, financial, charitable, health and safety, data protection, employment etc.</li><li>b. Ensuring that CLTN is up to date with filing accounts, returns and other legal reporting requirements</li><li>c. Seeking advice where needed</li></ol></li></ol>
<ol style="list-style-type: none"><li>3. Vision, strategy and planning<ol style="list-style-type: none"><li>a. Engaging actively in strategic decision making</li></ol></li></ol>

- b. Shaping and approving the CLTN business plan
- c. Assisted by the Chief Executive, formulating and regularly reviewing CLTN's mission, values and long-term strategy, in light of social, economic and political developments

- 4. Ensuring effective and efficient discharge of aims and objectives and providing accountability
  - a. Oversee the Chief Executive's discharge of CLTN's business plan, through agreeing performance targets, supporting them and holding them to account for achieving this efficiently and effectively
  - b. Providing all aspects of performance management for the Chief Executive and, when necessary, directing the recruitment of a new Chief Executive
  - c. Agreeing and delegating appropriate levels of responsibility and authority to the chair, the vice chair and the Chief Executive
  - d. Having given the Chief Executive delegated authority, trustees should be careful - individually and collectively - not to undermine it by word or action.
  - e. Ensuring that sound and proper procedures and policies are in the place for the discharge of the work
  - f. Ensuring necessary management information exists to assess CLTN's performance
  - g. Approving the form and content of the annual report and financial statements, ensuring circulation to members

- 5. Managing resources responsibly
  - a. General
    - i. Act as guardians for the charity's assets, that they are only used to support or carry out its purposes
    - ii. Ensure the stability of the organisation
  - b. Financial
    - i. Developing a long term financial strategy to ensure adequate resources are in place, maintaining a 3 to 5 year forecast of CLTN's finances
    - ii. Ensuring the charity has the financial resources needed to fulfil its current plan by approving a yearly budget
    - iii. Having appropriate controls and procedures in place for effective financial management, including monitoring of cash flow and reserves
  - c. Human
    - i. Ensuring that CLTN's staff have sufficient capacity and capability to fulfil its aims, objectives and stated business plan



- ii. Make reasonable endeavours to ensure that future resource needs are taken into account when recruiting and planning staff development
- d. Risk
  - i. Ensure that CLTN does not take inappropriate risks with the CLTN's assets or reputation and not to over-commit the CLTN.
  - ii. Ensuring that an appropriate risk management policy is in place
  - iii. Ensuring that regular risk assessments take place and appropriate actions and fulfilled

## 6. People

- a. Ensuring that staff and volunteers are accountable to the board
- b. Communicating decisions
  - i. Ensuring that decisions are communicated and circulated to staff and members in unambiguous and practical terms so it is clear what they need to do
- c. Effective relationship between board and staff
  - i. Understand and respect the difference in roles between trustees, chair, Chief Executive and staff, ensuring that they work cohesively and to the benefit of CLTN
  - ii. Developing a loyal and mutually supportive relationship between board members and staff
- d. Determining the remuneration policy for the Chief Executive, inputting into salary bracket policy and approving annual cost of living increase
- e. Trustees should act fairly and in accordance with good employment and equal opportunities principles in making decisions affecting the appointment, recruitment, professional development, appraisal, remuneration and discipline of the Chief Executive and other staff

## 7. Act with all reasonable care and skill and in the charities best interests

- a. General
  - i. Upholding the trustees code of conduct
  - ii. Lending your skills and experience to CLTN
  - iii. Acting as an advocate for the CLTN
  - iv. Being prepared to question and challenge
  - v. Getting the information you need (financial, performance)
  - vi. Being prepared in case something does go wrong
- b. Board meetings
  - i. Preparing for meetings including reading papers and sending comments in advance where indicated
  - ii. Attending board meetings where possible
- c. Decision making

- i. Making balanced and informed decisions
  - ii. Deciding when you need advice
  - iii. Accepting majority decisions and sharing responsibility
- d. Legal
  - i. Ensuring trustee benefits are allowed
  - ii. Recognising and dealing with conflicts of interest

- 8. Maintenance of an appropriate and effective board
  - a. Maintain clear procedures for selection, election, retirement and if necessary removal of board members
  - b. Ensure an effective training programme is in place
  - c. Contribute to the development and maintenance of the trustee code of conduct and other procedures and policies
  - a. Develop and maintain procedures for reviewing the effectiveness and performance of the board
  - b. Ensure that the board has an appropriate composition and recommend changes as necessary including the formation of committees