



COMMUNITY LAND TRUST NETWORK TRUSTEE RECRUITMENT PACK

Summer 2026

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.

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Why join us?

Would you like to join a dynamic organisation supporting a growing movement for land justice and community power? Will you enjoy working in a pioneering and committed team of trustees that help inspire, guide and drive our small staff team's ambition and achievements? We are looking for two trustees to join our board this year to help shape the future of our growing and ambitious membership network.

Community land trusts (CLTs) are a democratic, non-profit form of community ownership, defined in law. They give ordinary people the means to steward land and ensure it is used, and developed, for local wellbeing. They are established for a neighbourhood or parish, are controlled by their members who live or work locally, and hold land and assets in trust for the local community in perpetuity. They own affordable homes, community centres, shops, orchards, renewable energy systems and space for nature.



Youlgrave CLT trustees and residents outside CLT homes, 2022

Details of this appointment

Currently we have seven trustees. We would like to recruit two new trustees so that there are nine in total (the maximum under our constitution). 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 sponsor/adviser for one of CLTN's projects.

Timetable

Expressions of interest should be **submitted by midnight on 31st August**. Informal interviews will take place in late-September and we aim to appoint new trustees in October, being formally co-opted by the board of trustees at the 15th October board meeting and elected by the membership at our AGM on the 28th November.

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:

- Ensure the charity acts for public benefit, meets its objects set out in the constitution and retains its ethos and values.
- Ensure the charity has a clear vision and strategy, and a business plan that can deliver that strategy
- 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 4 times a year for 2-3 hour meetings, and most trustees also volunteer other time ad hoc to support specific CLTN projects or staff needs.

Typically two board meetings are in person and two are online only. 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 1pm, 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 our AGM which is held in November each year, normally online.

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

Notable dates for your diary:

- There is an in-person board meeting on Thursday 15th October 2026 1-4pm
- Our AGM is the morning of Saturday 28th November 2026.
- Board meeting on 28th January 2027 1-4pm venue TBC
- Board meeting on 28th April 2027 1-4pm venue TBC

Induction

There is an induction and familiarisation programme for new board members and training will be discussed and provided as necessary.

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

After being co-opted by the Board, new trustees step down and are formally appointed by the CLT Network's voting members and the trustees of the Community Land Trust Network at the AGM. Tenure is three years with a maximum period of two terms (6 years in total).

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 staff 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 trusts can make in meeting that aim.

Person Specification

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

- Sector knowledge, in particular:
 - **Board-level member of a CLT (highly desirable)**
 - 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
 - Previous board experience (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
 - Accountants
 - Financial Directors

- Chief Operating Officers
- Charity finance background

- Diverse geographical representation: we would welcome applicants from Yorkshire and Humber, the North West and the Midlands, and more generally rural CLTs.
- Ethnic diversity: we particularly welcome applications from Black, Asian or Minority Ethnic candidates as they are underrepresented in our organisation at this level.

About the Community Land Trust Network

Our history: Community land trusts (CLTs) are a global movement that emerged from the American civil rights movement, and with diverse roots including British garden cities. Our movement focuses on the injustices that result from the inequitable ownership of land, and from the land and development systems that exclude communities.

CLTs Today: Community land trusts – or CLTs – are democratic, non profit organisations that own and develop land for the benefit of the community. They typically provide affordable homes, community gardens, civic buildings, pubs, shops, shared workspace, renewable energy infrastructure and conservation landscapes. There are now over 315 CLTs which between them own more than 2,150 community assets. They range from small projects of a few affordable homes to a 500-home garden village and a 600-home urban social housing estate.

CLTs have been defined in law since 2008, and must be set up to benefit a defined local area; be not-for-profit, using all assets, income and surpluses to benefit their community; and allow anybody who lives or works in the area to join them and participate in their governance.

The Network: The Community Land Trust Network was established in 2010 by CLTs and has become a highly influential and respected charity powering a growing movement. We are the national membership charity for CLTs in England and Wales and work with a network of local enabling organisations and other partners in our ecosystem. We provide resources, events, 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. We work on behalf of CLTs and, in turn, our members shape and govern our work. We are also part of a broad alliance of organisations promoting and supporting community-led development, community ownership and land reform in the UK.

Our vision: *Our vision is that every community has the power to further social, economic and environmental justice through community ownership of land*

Our mission: *Our mission is to build collective power to make community ownership and development of land commonplace.*

An important element of our mission is that we want to transform our land and development systems so that this is possible for every community, rather than just growing a niche of communities able to overcome those systemic barriers.

Strategic Objectives: As a network of CLTs with a small staff team, will build community power through more CLTs, more assets and a stronger movement. Our strategy is based around three strategic objectives, and one supporting objective:

1. Communities organising with CLTs

Outcome: Communities have the knowledge, skills, relationships and capacity to run an effective CLT.

2. Innovating & scaling development models

Outcome: Communities and partners have a body of expertise to pursue community-led development.

3. Building a powerful movement

Outcome: Community land trusts and community-led development are wired into national, regional and local policy

SO. Sustaining the network

Outcome: CLTN is a sustainable membership network and charity

Our values: These values are central to our understanding of our movement.

1. **Equity** - we recognise that there are unequal outcomes such as access to an affordable home, or influence over how land is used, and that we need to remove barriers and support those more marginalised to hold power and achieve their goals.
2. **Diversity** - we recognise the different identities, backgrounds and experiences of people in England & Wales, and within our membership, and believe we can only truly achieve our mission when our movement is reflective of the society we live in.
3. **Inclusion** - we make proactive efforts to make sure people of different backgrounds, experiences and identities feel welcomed, respected and fully able to participate.
4. **Justice** - we bring these values together to work towards a world in which every person and every community has power to fully participate in the land and development systems, and nobody is held back by systemic barriers like racism or poverty.

How we work

We care about each other and our communities, we have our members' backs, we value relationships with members and partners.

We celebrate what CLTs and communities can achieve, lifting up positive stories and championing the many leaders in our movement.

We connect with other organisations and networks, we value what others do, we seek genuine collaboration and partnerships to further our mission.

We are curious and open to testing, experimenting and learning, we don't have all the answers, we work openly and share as we go.

Our impact: In the 15 years we've had a huge impact, some notable achievements include:

- Securing major national policy and legislative changes to recognise CLTs, promote them through e.g. the new Social and Affordable Homes and Pride in Place Programmes, and protect them from policies like leasehold reform and the right to buy.
- Brought £millions of public and social investment into building a support infrastructure for community-led housing, and co-creating a Growth Lab with the UK Cohousing Network to develop new market innovations to support scale.
- As a network of CLTs, developing partnerships with over 50 housing associations and developers, and strong relationships in dozens of councils and some combined authorities, which the CLT Network could crystallise in new business initiatives.

[Read more about the Network](#)



A former member of CLTN staff chatting to our former Chair at a European Conference held at London's City Hall

Our commitment to equity, diversity and inclusion

The Community Land Trust Network believes in a world that is inclusive, where equal opportunities and outcomes exist for all communities, and where community ownership of land enables communities to counter oppression and injustice. That's why a core part of our work is building collective power for change. We can't transform the land system without building and participating in a diverse movement of changemakers; and we can't effectively contribute to that movement if we aren't also focused on embedding justice and equity in our own organisation, our programmes, and our approach to working with others.

We are committed to developing and supporting a diverse, equitable, and inclusive organisation where all trustees and employees feel a sense of belonging. All members of the team and trustees attend anti-oppression training. EDI is embedded in our new strategy and business plan and we are developing systems to better monitor outcomes for diversity and inclusion.

We aim to build, develop and retain a talented board that represents a variety of backgrounds, skills and lived experiences. CLTN is already enriched by having a diverse team and welcomes applications from people of all backgrounds and life experiences, regardless of educational background, race, religion, age, sex, national origin, sexual orientation, gender identity, class, disability, neurodiversity, marital status, caring responsibilities or any other characteristic.

Not only do we understand, but we champion the value that diversity brings, and believe that having a team with different voices, perspectives and knowledge, working together, will enable us to better the agency and lives of communities – the reason we're all here.

Appointment Process

We want anyone who believes they meet the Person Specification to feel comfortable and confident in applying for this role. It is our responsibility to make the application process accessible, and to give you the information you need to decide whether you are going to apply. If you are concerned that you may not perfectly fit the person specification - please throw your hat in the ring, we know that people from underrepresented groups often underestimate their skills, and we value potential as much as experience.

How to proceed with the expression of interest

The expression of interest form comprises the following four items:

1. **Personal details**
2. **A cover letter:** in your cover letter please respond to the two questions below. Please save this as a PDF and ensure this does not exceed two pages of A4.
 - 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 Role Profile in Appendix A 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.
4. An equality and diversity monitoring form which is *not* linked to the personal details.

[Go to this link to apply online](#) - Here you will be able to complete the expression of interest form questions and upload your cover letter and CV. Afterwards, you will be asked to complete the separate [equality and diversity monitoring form](#).

Please apply by midnight on 31st August.

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 in early September.

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 September and we hope to appoint new trustees in October. New trustees will be formally co-opted at the October 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

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 Strategy, 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">1. Ensuring the charity is for the public benefit<ol style="list-style-type: none">a. Being familiar with our constitution and objectsb. Understanding what CLTN can and can't do within its purposesc. Ensuring that the charity is carrying out activities which meet those purposes and objects and no other.d. Proposing changes to articles and objects where necessary in accordance with constitutional and legal requirements
<ol style="list-style-type: none">2. Legal, regulatory and contractual<ol style="list-style-type: none">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.b. Ensuring that CLTN is up to date with filing accounts, returns and other legal reporting requirementsc. Seeking advice where needed
<ol style="list-style-type: none">3. Vision, strategy and planning<ol style="list-style-type: none">a. Engaging actively in strategic decision makingb. Shaping and approving the CLTN strategy and 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 network 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