



Trustee Appointments

Heritage Lottery Fund / National Heritage Memorial Fund

Welcome

Thank you for your interest in the Heritage Lottery Fund (HLF) and National Heritage Memorial Fund (NHMF) and for wanting to become involved in the work of the Board. We are looking for four new Trustees to join the Board in 2018. Applications are welcome from a wide range of individuals who have the skills and experience to meet the challenges that this role will present.

Trustee appointments are public appointments made by the Prime Minister. This document provides all the information you need to make a decision about whether you could be one of the individuals who play such an important role in the two Funds' futures.

Membership of the Board presents an exciting and challenging opportunity for individuals with a strong commitment to, and enthusiasm for the UK's diverse heritage. It is an opportunity to make a lasting contribution to this important area. Our existing and former Trustees offer some further insight on the role:

Angela Dean, Trustee, 2012 to 2018

Life as an HLF Trustee has been so fascinating and exhilarating I fear nothing else will quite match it. I've discovered so much about the built and natural heritage of my own country, and have loved assessing the constant flow of intriguing projects that applicants create. There is a huge sense of camaraderie between trustees and staff, and there's nothing more gratifying than working together to develop projects that are enriching and even transformational for so many people.

Atul Patel, Trustee 2011 to 2018

The great thing is that it's not just corporate stuff - you actually spend a lot of the time deciding on real projects and on visiting some - and there is a huge variety of them from landscapes and wetlands to castles and cathedrals. It's a huge privilege to be in such a great organisation and in such a wonderful sector! The more I've put into the role, the more enjoyable it has become.

Virginia Tandy, former Trustee

Being an HLF trustee is like winning the lottery. It changes your life! Close working relationships with brilliant staff and your fellow trustees engenders a real sense of common purpose while the opportunity to invest lottery money in making great heritage projects of all sizes a reality, is a huge privilege. You will meet experts and enthusiasts, visit wonderful places and make difficult funding decisions, but the reward for your hard work is knowing that you are playing a part in making a lasting difference to the UK's natural and cultural heritage.

Christopher Woodward, former Trustee

I was quite daunted when I joined the Board being one of the youngest Trustees and I was very conscious of the importance of getting decisions right. But what I quickly discovered was that you don't have to be an expert about everything. This role has given me the opportunity to learn about other aspects of heritage.

Who we are

The National Heritage Memorial Fund (NHMF)

The National Heritage Memorial Fund (NHMF) is the fund of last resort for the nation's heritage, coming to the rescue by funding emergency acquisitions. NHMF receives grant in aid from DCMS and has a grants budget of £5m for 2017/2018. It is unique in its ability to save a wide range of heritage treasures and masterpieces from trains to paintings, sculptures, wildlife havens and manuscripts. In 1994, the NHMF Trustees were given the major task of distributing the heritage share of Lottery money for good causes, which it now operates through the Heritage Lottery Fund.

The Heritage Lottery Fund (HLF)

HLF distributes a share of the money raised by the National Lottery for Good Causes. HLF was set up by Parliament in 1994 to give grants to a wide range of projects involving the local, regional and national heritage of the United Kingdom.

HLF is the largest dedicated funder of heritage in the UK and the leading advocate for the value of heritage. HLF enables communities to celebrate, look after and learn more about the UK's diverse heritage. HLF funds the entire spread of heritage – including buildings, museums, natural heritage and the heritage of cultural traditions and language.

Since 1994 HLF has awarded over £7.6 billion to over 41,750 projects across England, Wales, Northern Ireland and Scotland, helping open up our heritage for everyone to enjoy.

In 2017-18 we will commit around £300m to new heritage projects.

More information on projects funded can be found on page 8.

The Heritage Lottery Fund's strategic framework for 2013-2019

2017-18 will be the fifth year of HLF's Strategic Framework 2013-19.

The framework aims to give confidence to the sector, and provide some certainty about how we will deploy our resources, whilst retaining flexibility to respond to emerging needs and demands. We remain true to the core principles that have defined our distinctive approach for the past ten years: we invest in the full breadth of the UK's heritage, and through our funding aim to make a lasting difference for heritage and people.

During this current strategic framework period we have attempted to drive forward our progressive agenda of investing in heritage that people value and broadening the range and depth of people's engagement with heritage. We do not define 'heritage', instead encouraging people to identify their own heritage and explain why it is valued by themselves and others. In view of the flexibility offered through our current Strategic Framework to introduce changes or new initiatives when needed,

Trustees agreed to extend the current Strategic Framework for a further year to 2019, and undertake full consultation on that during 2017-18. As an organisation we are committed to increasing diversity in our governance, workforce and grant-making.

You can learn more about HLF's framework in [A lasting difference for heritage and people; 2013-2018](#) A copy of this document and a copy of our current Business Plan can be obtained through the following link: [corporate documents](#)

The role of the Board of Trustees

The HLF/NHMF Chair and up to 14 Trustees are appointed by the Prime Minister. The Board operates within laws made by Parliament and directions given by Government. Their decisions about individual applications and matters of policy are made entirely independently. The HLF/NHMF Board set the strategic and policy framework within which grants to benefit the heritage of the UK are awarded. The Board determines the Strategic Framework and annual Business Plan, which sets out the activities which enable the HLF/NHMF Funds to deliver their strategies.

The Board makes decisions on NHMF funding and on HLF grants over £2 million; decision making below £2m is delegated to local decision making committees and staff. The Board have also agreed that the decisions for some programmes should be delegated to decision panels consisting of a sub-group of Trustees.

Most Trustees also sit on a local committee and sit on one of the Board's committees: Audit and Risk, and Finance, Staffing and Resources (see page 9 for more information on Board committees). We are looking to appoint Chairs to each of these committees.

Trustees are invited to attend project openings and can be asked to engage with the media and speak on behalf of the organisation at public events.

Person specification

Candidates will be able to demonstrate:

- A keen interest in heritage across the UK;
- An understanding of the work of NHMF and HLF, the environment in which it operates, and a commitment to its aims and strategic objectives;
- Leadership experience in the public, private or third sector;
- An ability to think strategically and exercise sound judgement in relation to strategy, governance and grant giving; and
- Strong communication, influencing and persuading skills.

For one appointment it will be essential to:

- Demonstrate a high level understanding of **digital technology** and how this could be used strategically to help organisations conserve heritage, engage people with it, and become more sustainable.

For the trustee who will chair the **Audit and Risk Committee** it will be essential to:

- Evidence robust ability to promote sound corporate governance and management of risk at a senior level, scrutiny of Annual Reports and Accounts, financial processes and internal controls, tackling fraud and working with internal and external auditors.

For the trustee who will chair the **Finance, Staffing and Resources Committee** it will be essential to:

- Evidence substantial experience of strategic financial management, budgeting and planning at a senior level, accompanied by experience in any of HR, IT, business process design, change management.

Applications are welcomed from individuals from black, Asian and minority ethnic communities, disabled people and individuals across all age groups.

For more information and how to apply

Please send the following:

- a CV of no more than three A4 sides; and
- a supporting statement of no more than two A4 sides, describing how you meet the person specification for the role; and
- the Monitoring Form concerning your personal information and political activity, and the Declaration of Interests Form.

If you have any queries about the role contact Melanie Peddle, Secretary to the NHMF/HLF Board on 020 7591 6015.

Completed applications should preferably be emailed to: publicappointments@culture.gov.uk - please put **HLF/NHMF Trustee** in the Subject line.

Or, if this is not possible, post a hard copy to Stephanie Legg, Public Appointments Team, Department for Digital, Culture, Media and Sport, 100 Parliament Street, London SW1A 2BQ, by **Friday 3 November 2017**.

In case of difficulty, please contact Stephanie Legg in the DCMS Public Appointments Team on 020 7211 2314 or Stephanie.legg@culture.gov.uk

For information on the roles and NHMF/HLF please contact Melanie Peddle, Head of Secretariat, Heritage Lottery Fund, on 020 7591 6015 or MelanieP@hlf.org.uk

Please note:

- The deadline for completed applications is **5pm on Friday 3 November 2017**.
- Interviews will be held in **London** on 16th, 17th and 18th January 2018.

Please visit <http://www.nhmf.org.uk/> and www.hlf.org.uk to further understand the work of the Funds.

The Current Board

Sir Peter Luff (Chair), Baroness Kay Andrews, Sir Neil Cossons, Angela Dean, Anna Carragher, Jim Dixon, Perdita Hunt, Steve Miller, Professor Richard Morris, Atul Patel, Dame Seona Reid and Dr Tom Tew.

For further information on the Trustees please follow the web link: [Trustees](#)

Board working methods and procedures

Time Commitment

Trustees will need to give an average of at least 2 -3 days per month to HLF/NHMF business, plus time to read the necessary papers. Currently Board meetings occur every month except for January, July and August and take place in London usually on a Tuesday. Meetings begin at 9am; their duration can vary but Trustees should expect to allocate a full day. Trustees also sit on Delegated Decision Panels which normally happen either side of the Board meeting. Audit and Risk Committee takes place four times a year and generally take half a day. Finance, Staffing and Resources Committee take place three times per year and last around two hours. The Investment Panel meets at least twice a year and meetings last up to two hours.

Remuneration

Trustees are entitled to claim an allowance of £6,560 per year, paid monthly.

Period of appointment

The appointment will be for three years in the first instance. A reappointment for a second term may be made subject to satisfactory performance assessment and at the discretion of the Prime Minister.

Location of Offices

Our head office is in London. There are ten local offices across the UK. Further details of the local structure can be found [here](#)

Appointment Process

HLF/NHMF and the Department for Culture, Media and Sport aspire to diversity in public appointments, and operate an equal opportunities policy. Appointments are made on merit, and are regulated by the Office of the Commissioner for Public Appointments.

Short listing Stage

All applications will be considered by a panel that will assess applications against the criteria for the post.

Interview Stage

Shortlisted candidates will be invited for an interview in London on Tuesday 16th, Wednesday 17th and Thursday 18th January 2018. Please hold these dates in your diary.

Start Date

Appointment dates will be staggered from March through to June. Where possible, appointees will be invited to observe a Board meeting before their terms commences. Board dates for 2018 are 20 March, 24 April, 22 May, 26 June, 25 September, 23 October, 13 November and 11 December.

Governance Code for Public Appointments

The Governance Code for Public Appointments sets out the process and principles that should underpin all public appointments. To read the code in full visit the following web link:

<https://www.gov.uk/government/publications/governance-code-for-public-appointments>

All public appointments are based on the principle of merit

Candidates may come from a wide range of background and experience. Government is committed to improving the diversity of their public bodies and welcome applications irrespective of race, colour, ethnic or national origin, sex, marital status, disability, sexual orientation, religion, religious beliefs or similar philosophical belief, age, gender re-assignment or community background.

On appointment, NHMF/HLF will be pleased to make all reasonable adjustments to assist the successful candidates should they have disabilities.

Examples of projects we have funded

National Heritage Memorial Fund

Lincoln Castle Revealed

Awarded: £12,000,000

The Board funded the transformation of this at risk heritage site providing an amazing visitor experience of both the Castle and Magna Carta ensuring the historic Magna Carta is appropriately displayed alongside the Charter of the Forest. 2017 saw the first visit of the Domesday Book, usually housed at the National Archives in Kew, London to the Castle.

The Staffordshire Hoard

Awarded: £1,285,000

Birmingham Museums and Art Gallery and Potteries Museums and Art Gallery received a grant towards the acquisition of a hoard of Anglo-Saxon gold. Discovered by a metal detectorist this spectacular and mysterious find consisted of 1,662 items almost exclusively of a martial nature.

Heritage Lottery Fund

Heritage Specialist Apprenticeship Programme

Awarded: £379,000

CITB-Construction Skills NI received funding to deliver the first ever Heritage Specialist Apprenticeship Programme in Northern Ireland. Twelve apprentices received bespoke, structured training and assessment with experienced heritage contractors leading to the achievement of the Level 3 NVQ Diploma. the apprenticeship will be made available to other Further Education Colleges and Training Providers to deliver across Northern Ireland.

Coigach and Assynt Living Landscape Partnership

Awarded: £2,900,000

Scottish Wildlife Trust received a grant to work in partnership with community and grassroots groups to restore parts of the landscape by improving and reconnecting habitats. The project included a comprehensive volunteering programme to engage local people and to increase understanding of this area's complex heritage.

Band on the Wall

Awarded: £720,000

The project restored the venue and picture house buildings, at the heart of Manchester's music scene for the last 80 years into a music venue. A new digital archive of music and oral history recordings and images relating to the venue have become available online and on display. We support projects which explore the heritage of a community. The image shows the pop up installation created by young people celebrating their heritage and identity at Band on the Wall.

Further Information

HLF's aims and values

Aims

Using money raised by National Lottery players, the Heritage Lottery Fund aims to give grants to sustain and transform our heritage, making a lasting difference for heritage, people and communities.

Our value and impact as HLF

The Trustees of HLF and NHMF aim to:

- Over the last twenty-three years we have been trusted by the public, stakeholders and successive governments to distribute National Lottery money wisely, supporting successful heritage projects right across the UK;
- We are an expert grant maker, experienced in ensuring that our funding achieves great results. We are independent, considered and focused on quality;
- We have developed the relationships and skills to work with others to improve heritage and quality of life across the UK and;
- Thanks to National Lottery players, our investment has had an enormous impact on the nation's heritage, transforming it for people and communities. With around £300M to distribute this year, HLF will be one of the most important sources of heritage funding, and will continue to make investments which unlock the huge potential of the UK's heritage.

Public Service Values

The Trustees of HLF and NHMF aim to:

- provide best value for money – ensuring services are delivered in the most effective, efficient and economical way.
- maintain the highest standards in the stewardship of public funds – demonstrating impartiality, integrity and objectivity.
- demonstrate openness and responsiveness in the way they operate and in their communications with the public.
- adhere to the standards in public life described by the seven Nolan principles.

Nolan Principles – The Seven Principles of Public Life

The Committee on Standards in Public Life (originally the Nolan Committee) has set out 'Seven Principles of Public Life'. These are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Legal framework of the Lottery Bodies

HLF is governed by three key pieces of legislation: Lottery Act 1993, Heritage Act 1997 and Lottery Act 1998.

NHMF/HLF Board Committees

- **Audit and Risk Committee:** The Committee reviews the effectiveness of the Fund's internal control systems and among other things reviews the Fund's internal and external financial statements, including the presentation and content of the annual accounts for the Heritage Lottery Fund and Heritage Memorial Fund.
- **Finance, Staffing and Resources Committee:** The Committee has many responsibilities but predominantly monitors administrative spending against budgets and forecasts, and keep value for money under review and reviews and approves for submission to the Board the annual Corporate Plan which includes the budgets for the next financial year. The Finances, Staffing and Resources Committee determine the membership of **Investment Panel** and assign two trustee members to the Panel. The Panel agree an overall investment strategy with the investment managers and agree any variations within it. The overall strategy must be approved by the Finance, Staffing and Resources Committee prior to implementation.
- **HLF Country and Regional Committees:** HLF/NHMF Board delegates powers to local committees who make decisions on applications of £100,000 to £2 million. There are 12 local Committees (Northern Ireland, Scotland, Wales and 9 in England), supported by local teams assessing applications locally. These committees are made up of local people recruited through open advertisement; a Trustee sits on each Committee and acts as a conduit between the regional Committee and Board. More information can be found by visiting the following web link: [Committees](#)

Commission for Public Appointments – Complaints Handling Procedure

Anyone may complain about a decision of the Commissioner for Public Appointments or the supporting secretariat, or about the way that they have been treated in their dealings with the Commissioner or the secretariat. If you wish to bring a complaint about a public appointments process under the Commissioner's Code of Practice for Ministerial Appointments to Public Bodies, see the guidance on the Commissioner's website at [Public Appointments Commissioner](#)

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