

# Trustee recruitment pack August 2025

Thank you for your interest in joining the Board of Directors of the Heritage Network. This document is intended to provide all the information you need to decide whether you wish to apply.

If you have further queries, please email our Chief Executive, David Tittle at [david@heritagenetwork.org.uk](mailto:david@heritagenetwork.org.uk).

## About the Network

All over the UK thousands of people are working, professionally or as volunteers, to build local pride and identity, create jobs, workplaces, visitor attractions, educational facilities, arts venues ...and also save old buildings. Heritage Network is their membership body.

Heritage Network brings together some of the most diverse and exciting social enterprises and charities; independent community-based organisations that are rescuing, restoring, re-using and managing historic buildings, parks, gardens, canals and railways. The scale at which our members operate is extremely varied including national organisations with multiple properties such as Landmark Trust, substantial single-site operations such as Wentworth Woodhouse, city or county-based trusts with a portfolio of sites and smaller and single-site organisations restoring and caring for a single building.

Our membership includes both organisations specifically set up to save historic sites and community organisations that deliver other types of services and have chosen to operate from historic buildings and spaces. We also welcome individuals, businesses and local authorities that support local heritage action. We particularly welcome young people who are building careers in the sector. Visit [our website](#) to find out more.

Networking and peer-learning are at the core of what we do. We organise conferences, site visits, meetings and online resources where members can exchange experiences, learn from each other and meet experts and funders. Volunteers from our membership, in the four nations the UK, play a key role in this.

We...

- encourage people to get involved in saving local historic buildings and places by forming new community organisations or working through existing ones,
- support these organisations to restore and reuse local heritage by providing information, advice, training, networking, and peer learning,
- champion the work and raise the visibility of community heritage organisations and highlight the range of public benefits they provide,
- advocate for a legislative, policy and funding environment that facilitates grassroots action for heritage.

Thanks to funding from the National Lottery Heritage Fund and the government heritage agencies of the four nations of the UK the Network is going through a period of unprecedented transformation and growth. We are currently in the delivery phase of a National Lottery Heritage Fund project which will develop our work over the next five years. We are using digital technologies to maximise our influence and effectiveness, reviewing and transforming our service offer, and making our organisation more financially sustainable. The Network has nearly a thousand members. Our staff team is grown from six to thirteen people.

*"Joining the Heritage Network Trust means I'm part of a knowledgeable and supportive team both when it comes to the work of the Network and my own personal development." – Trainee Trustee since 2021 and full trustee since 2022.*

Network numbers

968 Members

In 2024:

74 learning and networking events

814 event attendees

151 cases of support and advice to members recorded

24 member Newsletters issued

## About our name

We are in the process of adopting the working name 'Heritage Network' while our company name will remain Heritage Trust Network. This change is to reflect the breadth of our membership and activities. You may see both names being used, we hope to complete the transition by the end of October 2025.

*"Since becoming a Heritage Network trustee I have been struck by just how friendly and supportive the Network is. The membership draws upon its vast experience to provide positive solutions to the queries and challenges that a member organisation posts on the online community." – Adam Hitchings, trustee since 2019*



Trustees and staff meeting in Glasgow, May 2025.

# Members' impact in 2024



Members spent

**£50,158,734**

restoring buildings, structures or  
land out of

**£173,937,679**

total income



**115**  
sites  
acquired



**122,115m<sup>2</sup>**  
restored  
internal space



**5,800**  
hectares of land  
regenerated



**46**  
properties removed from  
'at risk' registers



**220**  
restoration  
projects completed



**235 (39%)**  
working to  
acquire a site



**288 (36%)**  
planning a  
restoration project



**155 (25%)**  
actively  
restoring a site



**2,010**  
sites owned  
by members



**7,822**  
of these sites  
employed people



**2,402**  
sites hosted  
business



**1,510**  
sites were home  
to households



Members' staff are made up of

**4,226** paid employees and at least

**28,000** volunteers





## Message from our incoming Chair, Alice Ullathorne

Thank you for your interest in joining the Heritage Network Board.

The Heritage Network provides support for nearly 1000 members to save the buildings they love throughout the UK. Since 2007 we have created a friendly welcoming culture where community heritage charities and not-for-profits learn from each other and are inspired to heritage action.

The Impact of our members is vast, In 2024 our members spent over £50m repairing and reusing building, taking 46 buildings off the Heritage at Risk register in the process. Community-led regeneration provides the answers to many cherished heritage assets that have fallen into disrepair.

Our members come from communities throughout the UK and as the Heritage Network we look for opportunities be representative of those places and to seek a wide range of perspectives and experiences.

The expertise of our staff and trustees help drive the development of community-led heritage regeneration throughout the UK. As a Board member, you will be able to play a key role in the further development of the Network and you will be joining at an exciting time, as we deliver Essential Networks. You will be working directly with our Chief Executive and the other members of the Board, and we are seeking a new trustee who will bring a fresh perspective, complementary expertise and an enthusiasm for the aims of our charity. We are very interested to hear what you would bring to the role.

Alice Ullathorne



## Message from our Chief Executive, David Tittle

I am really pleased that you are thinking of joining our Board. I have been in post as Chief Executive of the Network for just over five years. My appointment as the Network's first Chief Executive reflected our ambition to transform the organisation and grow our membership. The Network has certainly been successful in that ambition, and we are now focussed on a new phase of development with major support from the National Lottery Heritage Fund, Historic Environment Scotland and Historic England.

From the start I was struck by three things about the Network:

- the amazing diversity of work carried out by our members, which goes way beyond the conservation of the historic environment and has all sorts of economic, social, cultural and environmental benefits.
- that the key activity of the Heritage Network is peer support and learning. We do not have, and do not intend to have, a large team of advisers to support members, instead we facilitate members to exchange experiences and learn from each other and other experts in the field.
- what a friendly, helpful and supportive Board we have.

I joined the organisation during the first lockdown, and I was impressed by how resilient and creative our members were in dealing with that crisis. In on-screen meetings and in the in-person encounters I have had since then, I have been privileged to meet some of the amazing volunteers and staff members that lead our member organisations. I have seen that getting involved with the rescue, restoration and management of historic buildings and spaces is a challenging, but ultimately hugely rewarding, experience through which people develop and grow in all sorts of unexpected ways. Our Network is about people; the volunteers and staff involved in our member organisations, partners and supporters, but also a much bigger network of local people, visitors, tenants, customers, suppliers, experts and officials that each of our members interacts with.

The Board members and staff team, in collaboration with the members, have set an ambitious strategy for the organisation but there are many details to be worked out, and many challenges that will be encountered on the way. Board members have an important role to play in navigating the organisation on that voyage.

David Tittle

Chief Executive

## The role

Heritage Network exists to help our members succeed. To help them turn historic buildings and spaces into valuable and vibrant community assets. The Board is here to ensure we are doing the very best we can to achieve that aim.

The Board and staff work as a team in an open and transparent way to improve the way the organisation works and better serve our members. Many current Board members are heritage professionals, with relevant, practical experience of the issues that members are facing. The culture of the Board is positive, friendly and inclusive. Uniquely we currently invite all members of the staff team to board meetings.

We are a company limited by guarantee and a registered charity. Members of our Board are therefore directors of the company and trustees of the charity, although we tend to refer to them as trustees. Board members serve for three years, extendable to six.

The Board discuss and take key decisions about budget setting, recruitment, new projects, funding applications and the Network's strategic direction, advised by the Chief Executive and staff team. The Board provides scrutiny to the Chief Executive ensuring that the organisation is keeping to its plans, strategies and budgets (or agreeing not to), fulfilling its charitable objects and keeping within the law. As company directors the Board members owe a duty to act in the best interests of the company and to avoid any conflicts of interest.

## Expenses

This is a voluntary role and there is no payment for Board members, but any reasonable, out-of-pocket expenses, for example for travel to meetings, will be reimbursed. If claiming expenses in arrears is a problem, an advance can be made.

## Commitment

We expect you to attend four Board meetings each year. These will be a mix of in-person and online meetings and there will always be an option to attend online. We generally manage to keep our online meetings to two hours. In-person meetings may take a bit longer. We vary the times of the meeting to maximise attendance from trustees who may have work or caring commitments.

Board members are strongly encouraged to attend the Network's Conference. This year this will be in Bradford 28<sup>th</sup> – 30<sup>th</sup> September. If your organisation cannot pay for you to attend, the Network will cover the costs.

We hold additional optional meetings and trustee workshops as the need arises. There will be no more than one of these each month. Board members can also choose to get involved in sub-committees to take forward issues or areas of work, to attend other Network events or workshops. From time to time we will email the trustees to get feedback on a particular issue.

## Support and training

A full induction will be organised for our new board member including time with the Chair, Chief Executive and staff team. This should take no more than three hours. The new Board member will also be encouraged to visit members and their heritage sites.

*"Becoming a member and eventually a trustee of Heritage Network was like walking into a warm and friendly pub on a cold rainy night. I immediately felt welcome and supported by an amazing team who shared a similar passion and determination to preserve our heritage assets for generations to come."*  
– Hopwood DePree, trustee 2018-2024



## Why we are recruiting

The Board currently consists of twelve people drawn from our members and other professionals working in the field. Two of our trustees have reached the end of their term on the Board.

## What sort of people are we looking for this time?

We try to ensure a mix of Board members, some from within the Network's membership and some who can bring a fresh perspective from elsewhere in the private, voluntary and public sectors. We value board members who can make a creative contribution into discussions around the ambitions of the Network and the challenges it faces.

On this occasion, we are accepting applications from staff and trustees of all types of member organisations, including not-for-profit organisations, businesses, local authorities, funders and individuals including Youth Forum members. We also welcome applications from non-members who can bring fresh perspectives to the Network.

*"I've been really grateful to become a Trustee of the Network to help shape how we can support our members to save loved heritage throughout the UK. Becoming a Trustee has helped me to develop as a professional and influence heritage policy." – Alice Ullathorne, Trustee since 2022*

## Diversity and Inclusion

Like many heritage organisations we face challenges around diversity and inclusion. However, the Board and staff team are committed to meaningful change and to inspire change in our members. We want to diversify the Board, so it properly represents all of the UK's communities.

Heritage Network recognises the value that people from all backgrounds bring to the heritage sector. It is important that the way we support community heritage regeneration reflects the diverse histories, cultures and interests of all the localities in which we work. A diverse, representative staff team, Board and cohort of volunteers, where different views and perspectives are valued and championed, will enable the Network to achieve this. Heritage Network is committed to providing equality of opportunity. If you have a disability, we would be happy to discuss what we need to do to enable you to fulfil the role.

We aim to have at least one young person (under 30) on the Board. If there is a suitable young person who does not yet feel ready to take up a full company director position, we would be open to inviting them to attend board meetings as a shadow or trainee trustee.

*"As a Trainee Trustee I deepened my understanding of governance, supported and advised on the Youth Forum and Digital Heroes Project. I've also grown in confidence, learning from the other board members more about heritage preservation across the UK." – Fleur Elkerton, Trainee Trustee since 2021 and full trustee since 2022.*

## Recruitment timetable

|   |                                |
|---|--------------------------------|
| 12 <sup>th</sup> August 2025                  | Opportunity advertised         |
| 8 <sup>th</sup> September                     | Deadline for applications      |
| w/c 8 <sup>th</sup> September                 | Shortlisting                   |
| w/c 15 <sup>th</sup> September                | Interviews                     |
| By 23 <sup>rd</sup> September                 | Successful candidates informed |
| 28 <sup>th</sup> – 30 <sup>th</sup> September | Network Conference, Bradford   |
| 18.00 23 <sup>rd</sup> October                | Next board meeting (online)    |

## How to apply

1. Read the information in this pack in full and the documents listed below
2. \*Complete the online application form by midnight on 8<sup>th</sup> September 2025  
[Click this link](https://www.tfaforms.com/5190607) or paste it into your browser: <https://www.tfaforms.com/5190607>
3. Complete the separate and anonymous online equal opportunities monitoring form by the same date.  
[Click this link](https://www.tfaforms.com/5190608) or paste it into your browser: <https://www.tfaforms.com/5190608>

If completing an online form presents a problem for you, please get in touch.

Also available for download with this pack:

- How to be a Trustee, a guide from Getting on Board
- Strategic Plan
- Business Plan

\*The online application form will ask you two main questions which you may want to think about and draft answers to in advance. Both have a limit of 300 words:

### ***Tell us about yourself***

*Please summarise what knowledge and experience you have that is relevant to this application including employed and voluntary roles, education and interests.*

### ***Personal statement***

*Please outline below why you are applying for this role and why you are a suitable candidate.*

## Further information

Any queries or further information needed, please email David Tittle, [david.tittle@heritagetrustnetwork.org.uk](mailto:david.tittle@heritagetrustnetwork.org.uk). If you would like to discuss the role, please request a call back or a Teams or Zoom meeting.