

Trustee Recruitment Pack


Heritage at Risk
Site Details

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

The last few years have been transformational for the charity. Having taken some time during the pandemic to review our longer-term plans and ambitions we embarked on a demanding "Business Development Plan" which aimed to grow our activities and make the organisation more resilient.

The outcomes were incredibly impressive and enabled us to significantly increase the impact that we can have on preserving and strengthening Cornwall's heritage. Building the team was essential to carry out the requirements of the Business Development Plan but the figures show a marked effect:

- Membership numbers grew from 664 in 2021 to approx. 14,500 today
- In the last five years, Schools Transport Grants have enabled over 17,000 children to enjoy 455 trips to heritage places in Cornwall, nearly £110,000 funded by CHT
- The arrival of our Education & Outreach Manager saw us launch our schools workshops and activities, last year we ran 70 sessions
- Outreach activities are increasing year on year, last year we engaged with 10,654 people in-person compared to 7,863 the year before
- New sites! We now have 22 historic places in our care compared to 11 in 2021. This includes our first historic house!
- Last year volunteers donated 528 days of their time to supporting our work
- Staff numbers have rocketed from 1.65FTE in 2021 to 15FTE today, enabling us to have an even greater impact on Cornwall's heritage.

Having agreed our new Strategic Plan we undertook a review of our governance and we are now seeking to appoint people to join our committed team of trustees and help Cornwall Heritage Trust (CHT) to achieve its strategic aims. Maintaining the momentum of the last few years and building on our growth and achievements makes this a really exciting time to join the Trust and we would love to hear from anyone who could help us to strengthen the Board by providing any of the following skills:

- Land Management and Ecology
- Fundraising
- Marketing and Communications
- Digital and IT
- Management of Historic Houses
- Legal
- An understanding of the role of a Trustee as well as the capacity to contribute to the work of the Board and Charity

CHT believes in heritage for one and all, we're working hard to create an inclusive culture; we feel it is important our people reflect and represent the diversity of the communities and audiences we serve. We welcome applicants from a wide range of backgrounds, however, we particularly welcome applications from people from marginalised communities and the younger generations because they are under-represented at Board level at the 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!





Cornish historian, poet and author A. L. Rowse – one of the earliest supporters of Cornwall Heritage Trust

Photo credit:
A L Rowse with a standing stone, 1941.
GE/2/E/2499 George Ellis Photography Collection © Kresen Kernow

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, 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 £5,000 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 fortress 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 the 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 on their behalf 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 potentially 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 2021 we formulated a Business Development Plan for the charity, part of which required the acquisition of at least one "new" site to the Trust's portfolio each year for four years. This actually resulted in us adding twelve sites since then, bringing the total in our care to 22.

Caer Bran, an important multi-age hillfort site near Sancreed, was aquired 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, the charity 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. Its sale provoked a huge outpouring of feeling about the need to protect the site, and the support we received both from Historic England and the public to try and purchase it was truly overwhelming.





In November 2023, we were thrilled to announce 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 next acquisition was 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.

Conversations with Cornwall Council resulted in an agreement to transfer a tranche of the historic sites owned by the Authority to the care of Cornwall Heritage Trust to ensure that they are managed properly and public access is maintained. These included Warbstow Bury, East Pentire Headland, Castle an Dinas (West), Minions Heritage Centre and the Prince of Wales Engine House.

Each was chosen based on a mixture of considerations, including their historic importance, geographic location and, of course, the ability for the public to visit. East Pentire Headland included the adjacent car park which has enabled some income generation to support the management of all of the sites in our care. Minions Heritage Centre (Houseman's Engine House) is currently closed to the public due to deterioration experienced during lockdown, however, the Trust aims to reopen the building following a fundraising campaign that will be launched shortly.

And finally, our most recent acquisition is the gift of Nancealverne – a Grade 2* Listed Georgian Manor House and extensive near Penzance. Our first venture into management of historic houses and collections, this property was transferred to our ownership in May 2026 and so it is very early days.

What this list doesn't describe is the work that the charity has undertaken over the years to raise awareness of Cornwall's heritage and the rich intangible heritage that is a fundamental part of what makes Cornwall so special. For years this was undertaken on a best endeavours basis by our trustees and supporters who very generously volunteered their time, but in recent years we have built the operations team to enable programmes of education, outreach and volunteering to sit alongside the work done at the sites themselves.

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 seven sites on behalf of English Heritage; an arrangement which has been renewed for a further ten years.

Over the past few years, the Trust has grown and now has 22 members of staff (15FTE) 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 the Cornish communities to raise awareness of heritage in Cornwall and the challenges faced. This has included hosted a wide range of community events and activities, which have been attended by over 10,600 people in the last year alone.

The organisation has grown and evolved considerably since adopting the Business Development Plan. Our initial foray into funding our transformation through external funding saw success through further grant applications to the National Lottery Heritage Fund, Shared Prosperity Fund, Architectural Heritage 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. The funding landscape is tricky and diversifying income generation is fundamental to our new strategic plan. The organisation has grown and evolved significantly and we believe that now is the time to add some additional skills and experience to our Board of Trustees to provide the appropriate support, challenge and oversight.


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DON'T

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

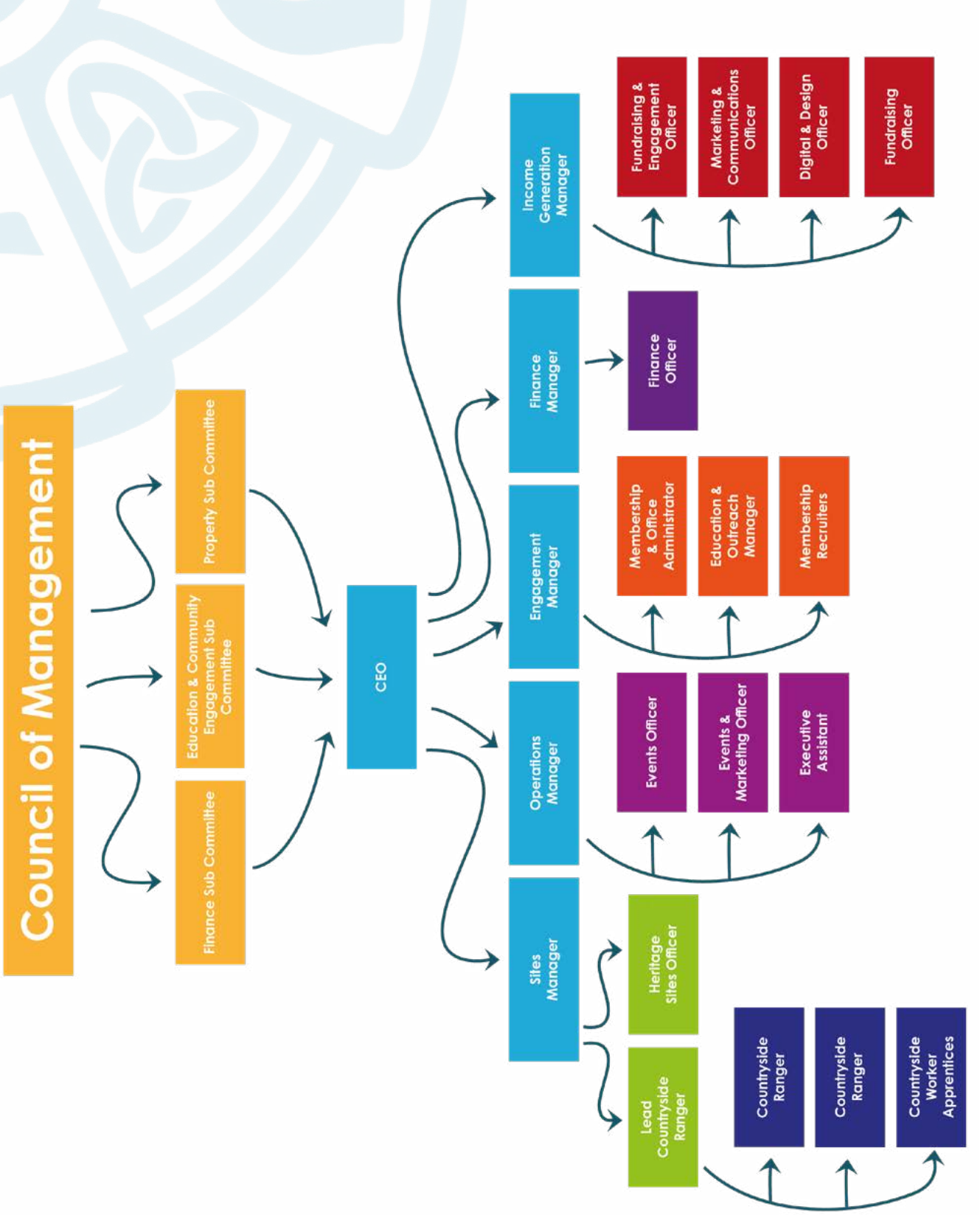
- The Cornwall Heritage Trust Ltd is a Limited Company, limited by guarantee – Company number 191905
- It is also a Registered Charity – registered number 291607
- Trustees are also Directors of the Limited Company
- The Trust is managed by the Council of Management (Board of Trustees)
- The maximum 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 maximum term being nine years
- 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
- A trading subsidiary has been formed in the name of CHT Trading Ltd to deal with income from non-charitable activities; two trustees and the CEO are currently directors

Board of Trustees

- Known as the "Council of Management"
- The Council of Management is also split into three sub committees, namely:
    - Finance
    - Education and Community Engagement
    - Property
- The board meets eight times per year and the subcommittees 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

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





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 £1.5m 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.

Recent total annual income was:

- 2025/26 £614,855 (unrestricted £351,038, restricted £263,817)
- 2024/25 £1,091,346 (unrestricted £337,537, restricted £753,809)

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 new strategic plan.

Strategic Plan

Our Business Development Plan officially culminated in 2025 in time for the Trust's 40th anniversary celebrations and it's fair to say that the work undertaken during that four years was transformational, but obviously the work continues.

A strategic plan has been agreed to cover the next five years and is monitored by trustees through the Business Plan which focuses on the current 12 month period. This is reviewed at each sub committee meeting as well as the Council of Management meetings.





The plan focuses on four key areas of work:

1. Resilient - Strengthen Cornwall Heritage Trust's foundations to enable delivery of the charitable objectives through the strategic plan
2. Protect - Develop innovative ways to strengthen and enhance Cornwall's tangible, intangible and natural heritage
3. Engage - Grow our annual engagement five-fold to 50,000 of all ages across the length and breadth of Cornwall
4. Collaborate – Promote a growing and diverse network of collaborative partnerships within and beyond the heritage sector

It's a challenging plan to achieve because we have grown in both scope and size since we first developed the Business Development Plan, but we believe it's achievable and will have a marked impact on the way in which the charity and wider communities preserve and strengthen Cornwall's heritage.

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


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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	**Chairman**
Mrs Alison Davey	**Vice Chair & Chair of the Education Committee**
Mrs Clare Jacques	**Chair of the Finance Committee**
Mr Peter Herring	**Chair of the Property Committee**
Mr Richard Farrant	
Mr Matt Dickinson	
Mr Michael Johns	
Mrs Ann Preston Jones	

President

Colonel Sir Edward Bolitho, Lord Lieutenant of Cornwall	**President**

(President does not serve as a trustee)

Staff

The Trust currently employs 22 staff who equate to approximately 15FTE:

Cathy Woolcock	**CEO**
Sophie Meyer	**Engagement Manager**
Sarah Carter	**Operations Manager**
Caroline Hyde	**Finance Manager**
Carolyn Kennett	**Sites Manager**
Caroline Davey	**Education & Outreach Manager**
Bella Hardacre	**Income Generation Manager**

Dick Cole	**Heritage Sites Officer**
Belinda Body	**Events Officer**
Hollie Ferris	**Lead Countryside Ranger**
Alison Bick	**Digital & Design Officer**
Grace Kennard	**Marketing & Communications Officer**
Angela Andrews	**Finance Officer**
Katie Yeomans	**Office & Membership Administrator**
Antonia Mullaly	**Fundraising Officer**
James Shipway	**Countryside Ranger**
Liz Mulloy	**Events & Marketing Officer**
Cat Belshaw	**Fundraising & Engagement Officer**
Aidan Williams	**Apprentice Countryside Worker**
Remy Dickson	**Apprentice Countryside Worker**
Andrew Thomas	**Countryside Ranger**
Heidi Ball	**Executive Assistant**

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
- Nearly 14,500 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
- Architectural Heritage Fund
- Cornwall National Landscape (FiPL)
- Tanner Phoenix Trust

Partners
- English Heritage
- Cornwall National Landscape
- Cornwall Mining World Heritage Sites

Affiliates
- Gorsedh Kernow
- Federation of Old Cornwall Societies
- CASPN

Heritage Friends
- CHT Corporate Sponsors

Service Users
- Cornish Schools and Education Providers
- Grant Recipients
- Social Prescribing and Wellbeing Groups



Recruitment Process

How to Apply

If you would like to find out more about becoming a trustee we would love to hear from you. In the first instance please contact Cathy Woolcock, CEO, by emailing cathy@cornwallheritagetrust.org or telephone 01209 707008; alternatively you can send your CV and covering letter. We will then come back to you to arrange an informal chat about trusteeship and the Cornwall Heritage Trust in more detail.

Process

After the initial conversation with Cathy she will make her recommendations to the Board and an informal meeting with the Chairman will be arranged.

If this process is mutually satisfactory for you and the Trust you will be invited to attend a Council of Management meeting at which an election will take place.

After this we will provide you will a Trustee Induction Pack and the necessary forms to enable formal registration of the position with Companies House and the Charities Commission.

If required, we will assign you a "mentor" or buddy trustee to help with settling in to the role

Trustee appointment is then formally ratified at the 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 and Impact Reports
- Newsletters
- Trust website

CHT Governance
- Financial Statements
- Memorandum & Articles of Association

Being a Trustee and Company Director
- Essential Trustee
- Charity Governance Code
- Companies House guidance on being a company director

Contacts

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

Websites

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

Social Media

Linkedin Cornwall Heritage Trust
Instagram cornwallheritagetrust
Twitter heritage_trust
Facebook TheCornwallHeritageTrust





www.cornwallheritagetrust.org
info@cornwallheritagetrust.org
01209 707008

HEADQUARTERS
G03, The Percy Williams Building, Krowji, West Park
Redruth, Cornwall, TR15 3GE

Registered with FUNDRAISING REGULATOR

Registered Charity No. 291607
Company No. 1901905