



Department for
Digital, Culture,
Media & Sport

APPLICANT PACK

3 x Trustees

National Lottery

Heritage Fund

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Introduction - The Roles

The Prime Minister wishes to appoint three new Trustees for The National Heritage Memorial Fund and The National Lottery Heritage Fund Board. These Trustee roles will include an Audit and Risk Chair, (who will chair the Audit and Risk Committee) a Trustee to Chair the NLHF/NHMF Panel and a Trustee who will act as the Grant-in-aid and non-lottery funded lead.

This appointment is made with the advice of the Secretary of State for Culture, Media, and Sport (DCMS).



Introduction to the National Lottery Heritage Fund/National Heritage Memorial Fund

The National Heritage Memorial Fund (NHMF) was established in 1980 to save the most outstanding parts of our national heritage at risk of loss to the nation, as a memorial to those who have given their lives for the UK; it is the fund of last resort for the nation's heritage. NHMF has an endowment that currently stands at approximately £50m and is in annual receipt of £5m.

In 1994, NHMF became the distributor of the heritage share of National Lottery money for good causes, which it now operates through the National Lottery Heritage Fund ('The Fund' formerly the Heritage Lottery Fund). Since its inception, The Fund has awarded over £8 billion to over 44,000 heritage projects across the UK from money raised by the National Lottery for good causes.



Recent Work of the National Lottery Heritage Fund/National Heritage Memorial Fund

The Fund's Strategic Funding Framework (SFF) 2019-2024: Inspiring, leading, and resourcing the UK's heritage set out a radical new approach to delivering around £1.2 billion for the UK's heritage over a five-year timeframe. Since then, new challenges and new opportunities for heritage have emerged during the pandemic, The Fund distributed some £200m of Grant in Aid (Government funding from a range of sources) through the Culture Recovery Fund and the Cultural Assets Fund as well as delivering Grant in Aid on behalf of DEFRA, the Welsh Government and the Northern Ireland Executive. We expect to continue to take opportunities to deliver non-lottery sources of funding where they support our heritage priorities and objectives.

In May 2022, the Board began a process of reviewing the SFF to ensure that The Fund continues to meet the needs of the UK's heritage. At the point of advertising for the new Board posts this work is in progress but The Fund's core ambitions set out in the SFF will not radically change. There will however, be an increased focus on place-based funding to maximise the impact that The Fund can have in improving places and landscapes through heritage. There will also be closer working relationships with other bodies who have similar, overlapping, or complimentary objectives.



The Board of Trustees



The Board of Trustees also bring skills, knowledge, and experience in the following areas:

- Demonstrable understanding and experience of at least one aspect of UK heritage.
- Awareness of the strategic context of heritage issues in the UK.
- General business, commercial, and/or public sector management experience in either a medium sized or large organisation.
- Chairing meetings.
- People motivation and management.
- Corporate governance and/or non-executive leadership.
- Stakeholder engagement and public affairs at a national level.
- Devising and implementing diversity and inclusion initiatives.
- Digital transformation, with a focus on ensuring IT systems have relevant audience insights and best customer care practice.
- An insight into the processes of local government and community development.

You will adhere to the Seven Principles of Public Life, the 12 Principles of Governance.

The role of a Trustee

The role of Trustee represents an exciting and challenging opportunity for an individual with a strong commitment to, and enthusiasm for, the UK's diverse heritage, to make a lasting contribution.

As a member of the Board of Trustees, each Trustee will be expected to contribute to:

- Strategic planning and management of the organisation.
- The Fund's objectives for leading and funding the UK heritage.
- Making decisions regarding the allocation or distribution of monies from The Fund.
- Overseeing the activities and performance of its committees and panels.
- Financial planning and monitoring, including reviewing and approving the organisation's business plans and annual reports and accounts.
- Ensuring the effectiveness and adequacy of the organisation's risk management, internal controls, and governance procedures and processes.
- Managing change within the organisation and organisational development.
- Ensuring the organisation and its executive team meet performance objectives.
- Building relationships with stakeholders and supporting strategic partnerships.
- Ensuring that equality and diversity are embedded at all levels of the organisation and across its activities.
- Adhering to and demonstrating the values and behaviours of the organisation.

You will adhere to the Seven Principles of Public Life, the 12 Principles of Governance.

The role of the Audit and Risk Chair

In addition to serving as a Trustee, this role also encompasses chairing the Audit and Risk Committee. The Audit and Risk Committee's remit is to advise and support the Accounting Officer and Board on their responsibilities for issues of risk, control and governance by reviewing the comprehensiveness of assurances, and the reliability and integrity of those assurances. The Chair reports on committee business to the Board throughout the year.

In addition to the Chair, the committee's membership consists of another two Trustees and two Non-Executive Members, with invitees also including Internal Audit (BDO), National Audit Office, the Chief Executive (as Accounting Officer) the Executive Director, Business Services (as Finance Director), and a DCMS finance business partner. Other senior staff attend as required.



The role of the Audit and Risk Chair

The role of the Audit and Risk committee includes advising the Accounting Officer and Board on:

- The strategic processes for risk management and governance, including risk appetite and risk policies.
- The Governance Statement for The Fund.
- Adequacy of identification and management of strategic risks and The Fund's internal control environment.
- Reports received from Internal Audit (BDO are the external audit company used by NLHF/NHMF) and risks from those reports.
- The planned activity, effectiveness, and results of both internal and external audits.
- The capacity and capability of Internal Audit (BDO) to deliver its audit strategy and annual plan.
- The accounting policies, the financial statements, and annual reports of The Fund, alongside Management's Letter of Representation to the National Audit Office.
- The adequacy of management responses to issues identified by all audit activities.
- Assurances relating to the management of risk and corporate governance requirements for The Fund.
- Anti-fraud policies and lessons learnt from any significant fraud or irregular activity.
- Whistleblowing processes and arrangements for conflicts of interest.
- Implications of new and revised accountabilities/accounting issues on governance and risk management.
- Compliance with Financial Directions and Framework Agreements.
- Major areas of risk through undertaking periodic "deep dives" into specific themes/topics e.g., cyber security.

You will adhere to the Seven Principles of Public Life, the 12 Principles of Governance.

Essential Criteria - Audit and Risk Chair

Candidates should also be able to demonstrate in their application:

- A keen interest in heritage across the UK;
- An understanding of the work of NHMF and the National Lottery Heritage Fund, the environment in which it operates and a commitment to its aims and objectives;
- Senior level experience and recent, relevant finance and governance experience, preferably within a large complex organisation and/ or experience of serving on Audit and Risk Committees;
- Proven ability to provide leadership and effectively chair meetings;
- Communication skills with the capacity to readily gain the confidence of the Chief Executive and the other Directors, Internal Audit, and the National Audit Office;
- Ability to analyse and absorb complex information, strategically challenge and prioritise, and scrutinise performance;
- Awareness of the governing rules which public bodies must operate within, including in reviewing the reliability and integrity of related assurance processes for the Annual Report and Accounts;
- A commitment to preserving cultural heritage, and improving education and understanding of British and World history;
- A commitment to improving opportunities for people throughout the UK and access to people from low socio-economic backgrounds.

A finance or audit qualification would be desirable.

The role of the Chair of the National Heritage Memorial Fund Panel

In addition to serving as a Trustee, this role also encompasses chairing the NHMF Panel. The Panel is an advisory committee made up of heritage experts appointed by the NHMF Chair. Its role is to provide expert and technical advice to the Board of Trustees on applications to the Memorial Fund.

The NHMF Panel meets approximately four times a year to discuss the pipeline of up-coming cases which are seeking NHMF support. The NHMF Panel discusses how well cases meet the NHMF standards and recommends which are a priority for NHMF support. The Panel's views on priority inform which cases are invited to submit full applications and are reported to the Board of Trustees when they make recommendations on those applications. Final funding decisions rest with the full Board of Trustees. NHMF can support outstanding nationally important heritage which is at risk of loss, or which is of memorial character.

Examples of heritage NHMF can support include:

- Works of fine and decorative art.
- Museum collections.
- Archives.
- Manuscripts.
- Items of industrial, transport and maritime heritage.
- Historic buildings and land.

You will adhere to the Seven Principles of Public Life, the 12 Principles of Governance.

The role of the Chair of the National Heritage Memorial Fund Panel

Projects involve buying, maintaining, or preserving objects, collections, buildings, or land that are of particular importance to the national heritage of the UK. In addition to being of importance to the national heritage, the heritage asset must also be in some way outstanding.

The NHMF Panel has played a key role in The Fund's response to the Pandemic. The £40m NHMF Covid Response Fund launched and opened for applications in June 2021. The combined fund, comprising DCMS's £20m Cultural Assets Fund allocated for England and NHMF's own £20m allocation, is being delivered as a single UK wide fund to support nationally important heritage that is at risk due to the impact of COVID-19. Representatives from Historic England, Arts Council England and The National Archives join NHMF Panel meetings for discussion and prioritisation of Cultural Assets Fund cases. For applications to the NHMF Covid Response in the Scotland, Wales and Northern Ireland representatives from appropriate devolved nation Arm's-Length bodies join Panel meetings for discussion of those cases. The Cultural Assets Fund for England has now been fully committed, the UK wide fund will continue to be distributed until March 2023.

You will adhere to the Seven Principles of Public Life, the 12 Principles of Governance.

Essential Criteria - Chair of the NHMF Panel

Candidates should be able to demonstrate in their application:

- A wide-ranging expert knowledge of UK heritage with the ability to weigh up relative heritage significance;
- An understanding of the work of NHMF and the National Lottery Heritage Fund, the environment in which it operates and a commitment to its aims and objectives.
- Leadership experience in the public, private or voluntary sector, with an ability to chair meetings and enable consensual decision-making.
- An ability to exercise sound judgement in relation to strategy and governance, regulation and accountability.
- Strong communication and influencing skills with the ability to command the respect of the panel and the heritage sector;
- A commitment to preserving cultural heritage, and improving education and understanding of British and World history;
- A commitment to improving opportunities for people throughout the UK and access to people from diverse socio-economic backgrounds.

Experience in museums and collections would be desirable.

The role of the lead Trustee for Grant in Aid funding and other non-lottery income

As a respected and effective funding distributor, The Fund's role in delivering Grant in Aid funding and other non-lottery income has grown substantially during the last few years. The Fund has, for example, worked jointly with DCMS to deliver the Culture Recovery Fund, with the Department for Environment, Food and Rural Affairs (DEFRA) on the Green Recovery Challenge Fund and the Trees Call to Action Fund, with the Welsh Government on Nature Networks and Local Places for Nature in Wales, and with the Northern Ireland Executive on a scheme for Community Heritage.

Funding decisions relating to non-lottery income sit with the Board and cannot be delegated (except to a decision panel of three or more Trustees). In these circumstances, The Fund regularly utilises expert advisory groups to ensure high quality funding decisions. We believe this area of our work will continue and grow, and we are, therefore, looking for a Trustee who will also serve as the lead Board member for Grant in Aid funding and other non-lottery income and chair any non-lottery and non NHMF related decision panels.

You will adhere to the Seven Principles of Public Life, the 12 Principles of Governance.

Essential Criteria - lead Trustee for Grant in Aid funding and other non-lottery income of the NHMF Panel

Candidates should also be able to demonstrate in their application:

- A keen interest in heritage across the UK;
- An understanding of the work of NHMF and the National Lottery Heritage Fund, the environment in which it operates and a commitment to its aims and objectives;
- Local Authority experience or broader leadership experience in the public, private or voluntary sector, including experience of working with Government, at local, regional or national level;
- An understanding of the specific requirements of organisations handling public money;
- An ability to chair meetings and enable consensual decision-making;
- An ability to exercise sound judgement in relation to strategy and governance, regulation and accountability'
- The ability to act as a conduit between staff and Board, on matters related to Grant in Aid funding and other non-lottery income;
- A commitment to preserving cultural heritage, and improving education and understanding of British and World history;
- A commitment to improving opportunities for people throughout the UK and access to people from diverse socio-economic backgrounds.

An understanding of devolved governance structures and awareness and sensitivity around the differences of working in Scotland, Wales and Northern Ireland as well as across England would be desirable.

Key dates

OPEN FOR
APPLICATIONS

5 May 2023

DEADLINE FOR
APPLICATIONS

**1 June 2023
at 19.00pm**

PANEL SIFT

**Ending w/c
19 June**

INTERVIEWS

**Ending w/c
14 August**

Diversity and inclusion

DCMS is committed to equality of opportunity and is committed to ensuring that public appointments better represent the views of the communities which they serve. We particularly encourage applicants from underrepresented groups, those based outside London and the South-East and applicants who have achieved success through non-traditional educational routes. We want to ensure any appointee is committed to promoting diversity, in its broadest possible sense. This will include embedding a commitment to the principles of levelling up and championing opportunity for all across the organisation, helping to ensure that the organisation is one in which a genuinely diverse range of views can be expressed, without fear or favour.

We ask all applicants to complete a diversity monitoring form. We hope you will help us by providing this information. Your data is not disclosed to the panel, but allows us to constantly evaluate any potential barriers to becoming a public appointee and what we can do to encourage a more diverse field to apply.

We try to guarantee an interview to anyone with a disability whose application meets the minimum criteria for the role. By 'minimum criteria,' we mean that you must provide evidence in your application, which demonstrates that you meet the level of competence required under each of the essential criteria.

If you wish to apply under this scheme, either state this in the covering email or letter when submitting your application, or contact the team. This will in no way prejudice your application.

Reasonable adjustments

If you would like a confidential discussion regarding any reasonable adjustments during the process, please indicate this in the covering email or letter or communicate with the public appointments team, who will be happy to discuss this with you.





STEP 1

CV

on no more than 2 sides of A4



STEP 2

Statement of suitability

Describe how you meet the criteria for this role, on 2 sides of A4.



STEP 3

A Conflict of Interest form and a Disability Monitoring Form, completed via this link.
INSERT LINK HERE.

How to apply

Apply online or send Completed applications by email to:
publicappointments@dcms.gov.uk

Please put 'National Lottery Heritage Fund
Trustee' in the Subject line.



This appointments process adheres to the Cabinet Office Governance Code on Public Appointments, which is regulated by the Commissioner for Public Appointments.

Eligibility Criteria

You cannot be considered for a public appointment if:

you become bankrupt or make an arrangement with a creditor

your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors;

you are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;

you have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53);

you become subject to a debt relief order or a bankruptcy restrictions order;

you fail to declare any conflict of interest.

Conflicts of Interest and Due Diligence

If you have any interests that might be relevant to the work of The Gambling Commission, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further please contact the Public Appointments Team.

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the Advisory Assessment Panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with ministers and the Cabinet Office.

Contact us

Interested in
other DCMS
Appointments?

PUBLIC APPOINTMENTS TEAM

publicappointments@dcms.gov.uk

Campaign Manager:

victoria.watts@dcms.gov.uk

JOIN THE DCMS PUBLIC
APPOINTMENTS NETWORK

Hear about vacancies that match your
interests, attend events, and more.

[Click here](#) or email the address
above.