



Chair Recruitment Candidate Brief

About the Architectural Heritage Fund

Founded in 1976, the AHF exists to help communities find enterprising ways to revitalise the old buildings they love. The AHF works across all four nations of the UK offering advice, grants, loans and other forms of social investment to organisations seeking to reuse historic buildings for community benefit.

The primary beneficiaries of all AHF funding and advice are a diverse range of charities and social enterprises. What the organisations we fund all share in common is a focus on the regeneration of a historic building for new community and social impact. We place significant emphasis on the role that these buildings can play in supporting place-making and in enhancing the sustainability of our towns and neighbourhoods.

The AHF is unique in that we are able to offer support to local communities at every point in the life-cycle of a project – from start-up advice and grants for early development work and project planning, through to loans for acquisition and as working capital for project delivery. We provide a business support service for organisations – RePlan – and are often the first point of contact for social enterprises and charities seeking to rescue and reuse historic buildings.

Our funding and support is seen as critical to the development of successful historic building projects and within the wider heritage sector funding eco-system. Last year we awarded approximately £4m in grant funding and made £3.5m of new loan offers.

We manage a number of funds for grant making and lending. DCMS, arms-length bodies and the devolved administrations contribute to our grant making programmes. These include the pioneering £15m Transforming Places through Heritage programme in England, which is aimed at tackling the decline of high streets and town centres and which has received national press attention for a number of the projects we have supported.

We also have our historic endowment for lending (which currently stands at circa £11m) and the £7m Heritage Impact Fund, a multi-partner lending fund, partly financed through a loan from Rathbone Greenbank Investments (to meet demand, we are currently fundraising for a further £2m for this fund).

We are now seeking a new Chair to replace our outgoing Chair, Liz Peace CBE, who is standing down after three highly successful terms.

Here are some of the things that projects say about us:

“The City of Edinburgh Council allocated £350,000 to the project on the basis that we would be able to run a viable operation if these repairs are done... [It was the AHF-funded] Project Viability Report that convinced the Council that we were taking a professional, realistic view.”

Portobello Central

“This is the first such project that Chard Museum has attempted. The support from AHF was excellent especially in the following areas:

- It introduced us to the complexities of grant processes & paperwork;
- Advice from the case officer was very useful in scoping our expectations on what would be practicable;
- It enabled us to introduce professional consultants into the mix to advise on points outside our experience; and
- It stretched the trustees to think more strategically.

The museum would be very happy to work with AHF again to develop our project further.”

Chard Museum

‘AHF have been one of our earliest and most consistent supporters. They have worked with us over the last two years to grow capacity and help ensure the future of this building. Their support for the fundraising post has been key to our success over the last two years with over £1 million being raised in both revenue and capital fundraising.’

Stanley Arts



Our Aims

The AHF's core goals are to support the development of sustainable new uses of historic buildings, bringing into line conservation objectives with securing assets for the future and ensuring they remain dynamic hubs within their communities. We link our strategy to wider public policy goals across all parts of the UK and the devolved administrations. In the past few years we have developed programmes that support the 'Levelling Up' agenda and high street regeneration; that help deliver the outcomes within the Well Being of Future Generations framework in Wales; we have provided funding to projects that contribute to the growth of community ownership in Scotland and developed a partnership of Northern Ireland government funders to deliver a historic asset regeneration programme – Village Catalyst - that supports the alleviation of rural poverty and isolation.

We are highly committed to demonstrating the importance of historic building reuse and the role of not-for-profit organisations in place based regeneration programmes.

Our current three-year **Strategy for 2020-23** (we are currently in the process of developing our new strategy) sets out our mission, values and priorities and how we plan to achieve our objectives. AHF's current strategic aims are to:

Aim One

Generate and distribute increased levels of investment and funding to support the sustainable reuse of historic buildings.

Aim Two

Support community-led heritage regeneration by assisting charities and social enterprises to take ownership of, develop and sustain new uses for historic buildings.

Aim Three

Increase the effectiveness and impact of the AHF, ensuring we continue to deliver value for funders and the organisations and projects we invest in.

Aim Four

Promote the impact and benefits of community-led regeneration and ownership of historic buildings, to Government, communities and funders.

The Candidate

Role description

Strategic leadership

- Provide leadership to the charity and its Board, ensuring that the charity has maximum impact.
- Ensure the charity remains focused on the strategic delivery of its three core areas of work – grants, loans and advice – ensuring they remain part of a holistic approach to the organisation's work.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance and strategic leadership of the charity.
- Ensure that the Board fulfils its duties to ensure sound financial health of the charity.
- Be a champion for diversity and support the AHF to grow its networks to ensure the AHF meets its commitments to diversity.

Governance

- Ensure that the governance arrangements are working in the most effective way, and that the organisation retains its integrity and independence.
- Develop the knowledge and capability of the Board of Trustees.
- Encourage positive change and, where appropriate, address and resolve any conflicts within the Board.
- Lead in the appraisal of the performance of the Board.
- Lead board recruitment by chairing the Nominations Committee, ensuring the right balance of skills, knowledge and experience needed to govern and lead the charity effectively.

External facing activities

- Act as an ambassador for the charity and its work.
- Maintain close relationships with key influencers.
- Act as a spokesperson for the organisation when appropriate.
- Support the fundraising activities of the charity.

Relationship with the CEO and Senior Leadership Team

- Establish and build a strong, effective and a constructive working relationship with the Chief Executive, ensuring they are held to account for achieving agreed strategic objectives.
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles.
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Trustees.
- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support.

Person specification

The successful candidate will be expected to have:

- An interest in, and enthusiasm for, championing the mission of the AHF and the organisations we fund and advise;
- Experience of serving on boards, ideally as a trustee and chair with a thorough understanding of charity governance;
- An understanding of charity finance and the accountabilities demanded by the Charity Commission and key funders;
- Experience of managing teams and dealing with associated issues;
- The ability to command the respect and engagement of the current staff and board, as well as an ability to influence and engage stakeholders;
- A commitment to diversity in all its forms.

The position is unremunerated and would require a time commitment of 12 – 15 days annually for an initial 3-year term, with the opportunity for renewal (up to a maximum of two further terms).

In line with our equality and diversity commitments ahfund.org.uk/impact/commitments-edl/, the AHF is particularly interested to receive applications from candidates from diverse backgrounds with the skills and experience we are seeking.

To set up an informal discussion with the CEO, Matthew Mckeague, about the role, please contact Oliver Brodrick-Ward on **0207 925 0199** or email oliver.brodrick-ward@ahfund.org.uk.

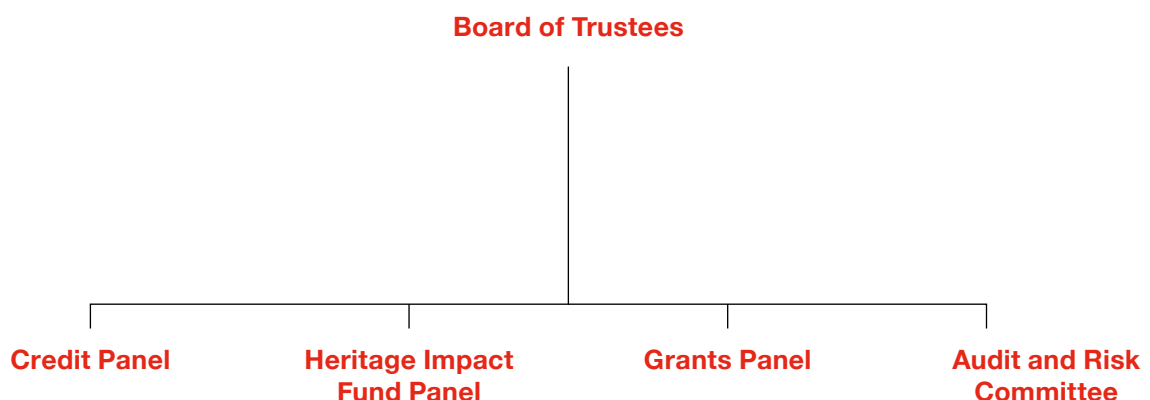
Applications should be submitted via CV (including two references we can contact should you be successful in your application) and a two-page covering letter outlining your suitability for the role to the email address above. The closing date for applications is 9am on the 20th June 2022.

You can find more details of the AHF and the impact of our work at: www.ahfund.org.uk.

Board Structure

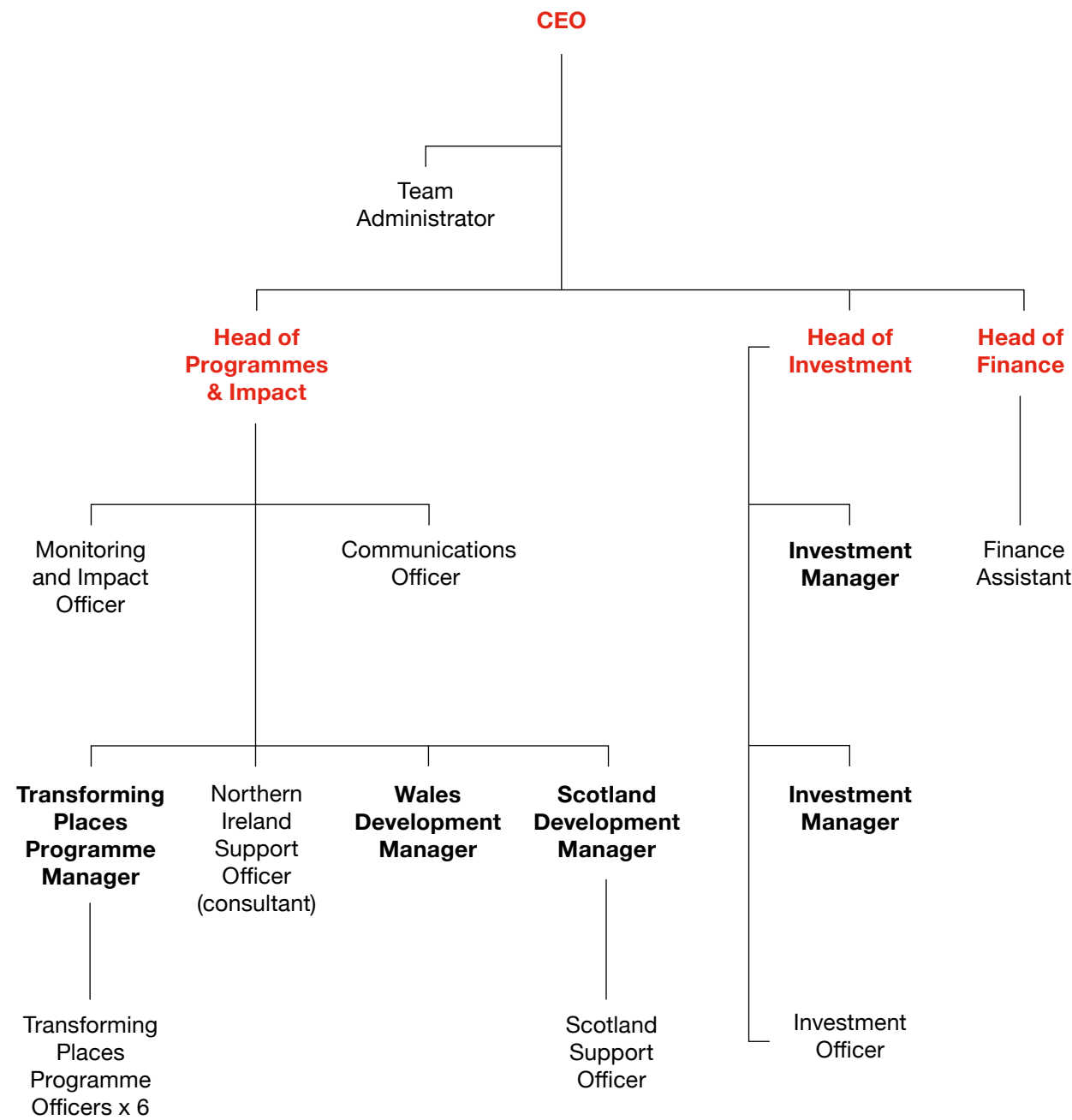
The AHF's highly experienced Board draws from expertise across the UK. The Trustees bring a wealth of knowledge across a diverse range of fields and from within the private, public and voluntary sectors. A full list of trustees can be found on the AHF website <https://ahfund.org.uk/about-us/our-trustees/>.

Under the Board there are a number of committees and panels. The Grant and Credit Panels make delegated decisions on grant and loan applications and meet on a quarterly basis. This structure is outlined below:



Staff Structure

AHF employs 22 people. The senior leadership team is comprised of Chief Executive, Head of Finance, Head of Investment and Head of Programmes & Impact.



Notable recent projects

Jubilee Pool Penzance, England



photo credit: Jubilee Pool Penzance Ltd

Jubilee Pool was opened in 1935, at a time when Art Deco outdoor lidos were extremely fashionable, and has been a regional landmark ever since. Located in Penzance, at the far end of Cornwall, the pool is the largest of only five surviving seawater lidos in the UK and sits in a commanding position with views across Mount's Bay to St Michael's Mount. Much celebrated, the pool has for generations provided safe access to seawater swimming for people of all ages, as well as a range of water-based activities and sports.

In 2014, the pool was hit by a devastating storm, resulting in significant damage. Upon its re-opening in 2016, it had become clear that a new plan was needed to secure the pool's future. Jubilee Pool Penzance Limited, a charitable Community Benefit Society, was established and took control of the lido in 2017, ensuring that the pool would be run for the community, by the community. However, to achieve financial sustainability, and to maximise the pool's contribution to the ongoing regeneration of Penzance, one of Cornwall's most economically deprived towns, the project team needed to look at ways in which the pool could remain open for more than four months per year, reducing its dependence on warm weather.

In 2018, the group launched an ambitious Community Share offer, to help fund the geothermal heating of a section of the pool, which could bring in paying swimmers throughout the year. Nearly £540,000 of the £1.8m funding for the regeneration of Jubilee Pool came through community shares and Power to Change. The Architectural Heritage Fund provided £850,000 - our largest-ever loan - to Jubilee Pool Ltd, which completed the initial fundraising and enabled the lido to reopen in 2020.

The project won 'Sustainable Project of the Year' in 2021's Museum and Heritage Awards. It welcomes 60,000 visitors a year.

The Wool Store Caledon, Northern Ireland



photo credit: Caledon Regeneration Partnership

The Wool Store was constructed in 1823 and once provided storage facilities for Caledon Mill. Originally a flour mill, this large building was converted for woollen production in the 1880s and was the main employer in the area until its closure in 1931. To this day, it continues to form an important part of the histories of many of the families in the local community.

Caledon Regeneration Partnership (CRP) decided to convert the Wool Store into a childcare facility, allowing it to become eligible for the 'Village Catalyst' pilot - an innovative programme led by the AHF, Department of Agriculture, Environment and Rural Affairs (DAERA) and the Department for Communities (DfC). The pilot sought to address issues arising from rural poverty and social isolation, through the re-development of underused historic buildings. The childcare facility was identified as a service and asset that would most benefit the Caledon community. The building provides 36 childcare places for children (ages 0-5) and 16 afterschool places.

The new annexe, designed by award-winning architect, Mark Hackett, allows the original building to connect to the raised south-facing garden and incorporates energy-efficiency measures, helping to improve the overall sustainability of the building.

We awarded two grants to the project, totalling £33, 000. A Project Viability Grant from the AHF helped CRP to engage with the Caledon community, to develop their business case and successfully bid for capital funding from the Village Catalyst pilot programme. This unlocked further capital funding from the private owner of the building, along with the National Lottery Heritage Fund, the local council, and DfC's Covid Recovery funding via a Capital Works Grant administered by the AHF.

Circus Eruption Swansea, Wales



photo credit: Circus Eruption

In 2016 the Grade II listed former St Luke's Church and adjoining church hall were purchased by a private developer who planned to convert the church in residential units. However, these plans never materialised and the owner eventually sold the church to Circus Eruption, a social inclusion charity.

An AHF Project Viability Grant was awarded which enabled the charity to test the viability of the proposal. As a result of this work the charity gained confidence and was provided with a workable plan to purchase the site. A sale price was agreed and the charity acquired the freehold of the former Church in April 2019.

A Project Development Grant awarded in September 2019 enabled the charity to develop its plans by commissioning further professional advice that included completing detailed designs, obtaining listed building consent and planning permission and the preparation of tender documents.

In March 2020 a capital grant assisted the charity to realise its vision for the former church. Once the capital works are complete, the former church will become Circus Eruption's headquarters from where it will deliver its youth-focused engagement work and coordinate its offsite activities. The adjoining church hall will be the focus of a second phase of works which will provide community services and facilities.

The AHF has awarded just over £82, 000 in grants towards the project, assisting at each key stage of the redevelopment of the church.

The Grapes Hotel Whithorn, Scotland



photo credit: Hazel Smith

Dating back to around 1800, the Grapes Hotel in Whithorn, Dumfries and Galloway, has long served the local community as a thriving hotel. However, its decline since the 1950s and subsequent closure in 1990 has left a redundant space within a prominent uniform street frontage.

In Whithorn, the high cost of heating traditional buildings has repeatedly seen young families moving away from the town's historic heart to new housing on the edge of the area. To address the significant demand for affordable homes in the town centre, The All Roads Lead to Whithorn Trust devised a plan to transform the former Grapes Hotel into housing for the Whithorn community.

This project seeks to challenge the link between older buildings and fuel poverty, by using innovative green technology to provide the historic hotel with insulation and a renewable heating system, in the form of air source heat pumps.

The Architectural Heritage Fund has supported project development costs at technical design stage with two grants totalling £18,144, helping the project progress to the point that it has secured capital funding offers from the Rural Housing Fund, Scottish Land Fund, Town Centre Capital Fund and Regionwide Benefit Fund (Dumfries & Galloway Council), and Town Centre Living Fund. Total capital costs stand at £539,914, including the price of purchasing the building, meaning that the project is now fully funded.

The restoration of the former Grapes Hotel is a shining example of how historic buildings can develop sustainable heating solutions and provide affordable homes for the community.