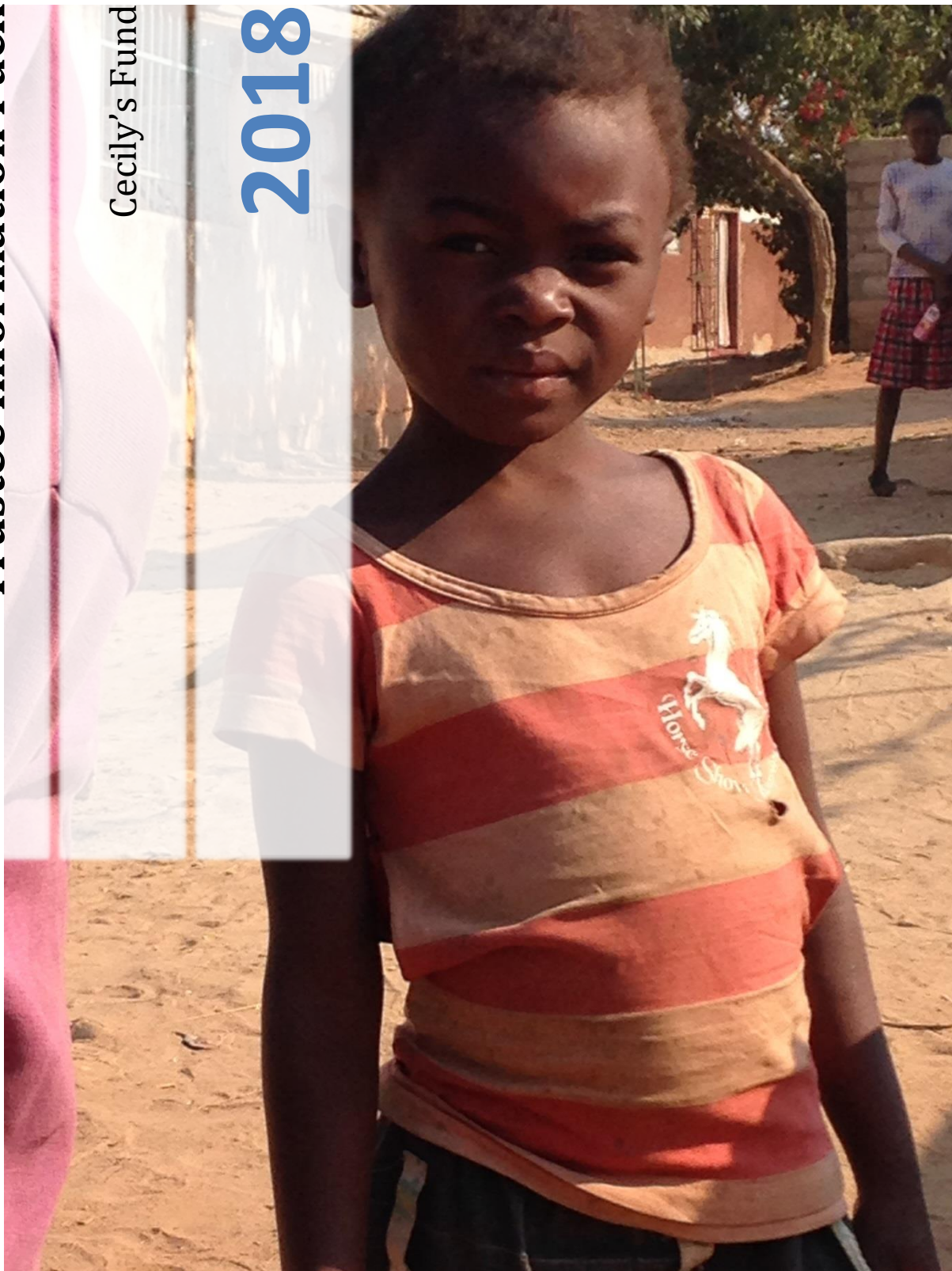


# Trustee Information Pack

Cecily's Fund

# 2018



**Cecily's Fund**  
**Registered Charity No: 1071660**  
**6 Church Green, Witney, OX28 4AW**  
**Tel: 01993 358 089**  
**[www.cecilysfund.org](http://www.cecilysfund.org)**

# Welcome

Hello!

*We are delighted that you have expressed an interest in becoming a Trustee of Cecily's Fund.*

Cecily's Fund is a small, dynamic international NGO and registered charity which has supported orphans and vulnerable children to access education since its formation in 1997. The charity was formed in memory of Cecily Eastwood who was tragically killed in a road accident in Zambia during her gap year. She had been volunteering in a local organisation supporting orphans. To date our current trustee board of six trustees still has 2 family members and Basil Eastwood, Cecily's father acts as Advisor to our international affiliate organisations.

Cecily's Fund originally started as a small family-run organisation which fundraised for school fees, uniforms and books to make education possible for the poorest and most vulnerable children, with the belief that education can provide a route out of poverty. The charity has evolved and grown over its 20 year journey and we now have a professional staff team in place. We have received funding from a wide range of funders including DFID (UK Government Department for International Development), Comic Relief and The US Government Department of State/Pepfar whose grants endorse our ability to transform communities. Investing in Cecily's Fund gets results and increasingly, grant makers see our approach in adding value and impact.

Since its formation, Cecily's Fund has remitted more than £5million towards educational programmes delivered by our local Zambian partners.

We have come a long way since our development but we are not complacent in our efforts to make a difference.

If you think you have the experience and skills to help grow our work in Zambia and would like to know more, we would be delighted to meet you.

## **CECILY'S FUND TRUSTEE INFORMATION PACK**

### **1.0 Background to Cecily's Fund**

Cecily's Fund was set up in September 1998 by Alison and Basil Eastwood, in memory of their daughter, Cecily, who was killed in a road accident in Zambia in 1997 at the age of 19 during her gap year before going to Cambridge University. At the time of her death, Cecily was working with a local Zambian organisation in support of orphans. Cecily's Fund's logo is the one Cecily used to sign her letters home.

Cecily's Fund has a dedicated Board of Trustees and supporter base and the charity continues to have close connections to the family. Cecily's sister and cousin are still involved as members of the Board of Trustees whilst Basil Eastwood is Chairman of the International Advisory Panel of sister fundraising organisations American Friends of Cecily's Fund, and Swiss Friends of Cecily's Fund. We take pride in retaining strong personal connections with both donors and Zambian partner organizations, along with the highest standards of professionalism and good governance.

There is a small professional staff team comprising:

Director, Finance Manager, Programmes Manager, Fundraiser, Marketing & Communications Officer, Supporter Relations Officer

### **2.0 Cecily's Fund's Core Values**

We approach our work in Zambia with:

- **Passion:** We believe in the power of education to change lives and enable self-reliance
- **Commitment:** We focus on the most vulnerable children in Kitwe and Lusaka
- **Integrity:** We aim to create honest and mutually beneficial partnerships, adhering to high standards of governance and accountability
- **A View to the Future:** We aim to inspire independence in the children we support, build community responsibility and cohesion, and create lasting change

### **Cecily's Fund Mission**

- ❖ **Enable orphans and vulnerable children to go to school**
- ❖ **Help children to succeed at school**
- ❖ **Prepare children for life beyond school**
- ❖ **Strengthen community support for orphans' education**

## **Director's Message**

Cecily's Fund has grown rapidly since its origins, when Cecily's family took £6,000 in proceeds from her funeral to the community project where she was volunteering in Zambia. 20 years later, the charity has remitted in excess of £5 million to support programmes in Zambia. We have retained a core of staunch supporters, and we have a strong track record with trusts and foundations. Since 2012 Cecily's Fund has worked strategically with large institutional donors including DFID, Comic Relief and USAID/PEPFAR.

These grants require a more sophisticated management, and our local implementing Zambian partners who we have been working with since 2004 have responded positively through increased levels of accountability, monitoring and evaluation across our programmes. However, as funding cycles ebb and flow there is increasing urgency to reflect on how to sustain the funding balance required to maintain a firm foundation for strategic growth and development.

## **The Brief**

Cecily's Fund is seeking to appoint 2 new Trustees to join its existing board who have relevant skills and experience in the field of education in a development context, fundraising and in particular high net worth individuals, or marketing. The positions reflect particular areas of expertise identified by the current Trustee board which we believe will help strengthen the long term impact of our work in Zambia and reputation in the UK and sub-Saharan Africa generally.

## **Person specification**

The role requires individuals with a keen interest in international development and an empathy with the values of the Charity. We are particularly seeking people who have a good understanding of education reform, poverty relief and the challenges orphans and vulnerable children face in sub-Saharan Africa and ideally, Zambia, and who can apply skills in fundraising, marketing or education to support our growth.

In addition to the experience and personal qualities set out in the brief above, the successful candidate will have some or all of the following qualities:

- Prior experience of working in the fields of education in a development context, fundraising with a particular focus on high net worth individuals, or marketing and communications.
- A background or connections to Zambia or in other African countries.
- A network of contacts relevant to Cecily's Fund, and the ability to build on relationships that might support CF by leveraging opportunities for fundraising.
- Ability to think strategically, to engage with issues outside direct personal experience, bringing insight and perspective, and to support organizational strategy processes
- High levels of energy and commitment
- Impartiality, objectivity, tact and diplomacy
- Excellent communication skills including to influence at senior levels and support others to do so
- Experience of working in an international context is desirable
- An understanding of international development

## **Time commitment**

The Board currently meets five times a year comprising four trustee meetings, and one Board Strategy day. Travel to Oxfordshire will be required for meetings. In addition, Trustees may be asked to join one or two sub-committees in alignment with their background and skill-set (meetings may be carried out remotely).

## Outline of Governance

The Charity is a registered charity subject to the regulatory requirements of the Charity Commission.

Its governing document is a Trust Deed, signed in September 1998 when the Charity was founded. This sets out its purpose and rules about the structure of the Board and the way it should conduct itself.

The governance arrangements include the Board of Trustees, as well as sub-committees in the areas of Finance & Operations; Fundraising, and Programmes. Sub-committees comprise of Trustee members and relevant staff. Each committee regularly liaises with a key contact staff member responsible for the respective areas of work, enabling in-depth support and oversight.

There are currently 6 trustees, including the Chair. The Board has a tradition and culture of consultation and engagement with staff, particularly on matters affecting its programme work. The Board's conduct is also informed by best practice. The Chair, as all other trustees, must act, and be seen to act, impartially, and not be influenced by her/his business or other relationships.

## Remuneration

The position is not remunerated but reasonable expenses will be paid.

**Trustee Term Limits:** Currently there is no specific term or limit for individual trustees but commitment and options to continue are reviewed regularly by the Chair.

## Current Trustee Roles

Trustee	Official Role	Main area of focus	Secondary area of focus	Staff contact
Steph Harland	Chair	Strategy & governance	Line manager of Director and board	Director
Andy Tacon	Treasurer	Financial management	Risk Mitigation	Finance Manager
Philippa Eastwood	Secretary	Legal requirements involved in process	Communications	Director
Veronica Oakshott	Trustee	Programmes	Impact	Programmes Manager
David Lines	Trustee	HR Risk mitigation	Strategy & Operations	Director
Tom Childs	Trustee	Fundraising	Communications	Senior Fundraiser + Director

## **How to apply**

The successful candidate will be subject to a vetting process as recommended by the Charity Commission for England and Wales.

A shortlist of candidates will be drawn up and these candidates will be invited to an interview. There will also be an opportunity to meet the staff team. The appointment will be made by the Board and the successful candidate will be invited to attend their first Board meeting thereafter.

Potential candidates who want to explore the role and responsibilities informally prior to application are encouraged to contact Steph Harland. Informal conversations can be arranged with the current Chair, Director, or other Trustees.

Your application should comprise a short letter setting out your interest, ambition and proven ability for the role in response to the brief and the person specification above (no more than two sides), together with a short CV (maximum three sides). You should also include contact telephone numbers and email.

Please email your application to the Chair of Trustees: [Steph.Harland@ageuk.org.uk](mailto:Steph.Harland@ageuk.org.uk)

**The closing date for applications is 3<sup>rd</sup> December 2018**

# Terms of Reference Information for new Trustees

## Introduction

This document sets out the basic terms of reference for trustee tenure, as guided by the National Council for Voluntary Organisations in the UK. Whether you have been a Trustee of the Charity in the past, or you are a new member of the Board, you will be asked to sign an agreement such as this to show your acceptance of these stipulations.

## Length of Tenure

Cecily's Fund operates an equal opportunities policy when recruiting new trustees to the Board. Trustees are recruited through advertisements, recommendation and personal contact and assessed equally against the skills, experience and role required ensuring equality of opportunity and recruitment of the best person for the job.

By signing the document you agree to act as a Trustee for one calendar year from the date of signing, to be renewed annually following a brief 360 degree review by yourself, by staff and by the Board.

## Conditions of Tenure

This is a voluntary role. The Charity, Cecily's Fund, is very appreciative of the time you take in fulfilling this important role. As part of your duties, you will be expected to commit to:

- Attendance at Board meetings, in person, communicating your apologies in advance to the Chair
- Keeping up to date with agendas, minutes and documents circulated to Trustees, and to provide feedback on the documents where it is required
- To offer where possible, pro bono assistance to the charity, in a specialized skill area, to be arranged at your convenience
- To attend events and to network on behalf of Cecily's Fund as and when you are able to;
- To travel to Zambia at least once in the entire tenure of your Trusteeship. If you have the means to cover your own costs for this trip, you will be expected to do so.

## Communication

Cecily's Fund has a small professional staff team and three sub-committees (Programmes, Fundraising, Finance & Operations) comprising individual trustees with relevant skills in the designated areas, and staff). The purpose of the sub-committees is to enable trustees to engage with staff and obtain further information or updates on different activities or issues ahead of the board meeting as a group. Trustees act as advisors and support to staff and are able to make decisions on behalf of the board in the differing sub-committees, whilst keeping the Trustee Board informed.



We encourage trustees to maintain open and honest communication between the Trustee board outside Trustee meetings and to maintain transparency by including the Chair in any correspondence that takes place. Equally, any communication with charity staff should also include the Director.

### **Complaints and disagreements**

Any complaints or disagreements should be directed through the Chair. In the case that the Chair is involved in a complaint the Trustee Board has a designated point of contact who is not the Chair and whose responsibility is take on human resource responsibility for the Charity.

### **What does it mean to be a Trustee?**

Below are some broad guiding principles:

- Ensure the charity is and will remain solvent
- Use charitable funds and assets reasonably, and only in furtherance of the charity's objects
- Avoid activities that might place the charity's endowment, funds, assets or reputation at undue risk
- Take special care when investing the charity's funds or borrowing funds for it to use
- Act reasonably and prudently in all matters relating to the charity.
- Maintain a fair balance between the interests of present and future beneficiaries, for example when selecting investments.
- Not allow the charity's income to accumulate unless they have a specific use for it in mind.
- Exercise an appropriate degree of care in administering the charity
- Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.

### **Confidentiality**

You may not discuss any confidential or sensitive issue disclosed at Board meetings with any external party. Whilst undertaking any work under the specialized skills area, you may not disclose any confident or sensitive information which directly concerns the Charity, its partners or its beneficiaries. These issues should be flagged up by the Board or by staff members at the time of meeting. If you have a concern about any issue- including those classed as confidential or sensitive- you may approach the Chairman, or the Charity Commission.

## **Conflict of Interest**

You may not undertake any activity which may bring the Charity into disrepute; which may advance your personal interest over that of the Charity; or pursue any activity which may conflict with the Charity's operations in any way. If you are uncertain as to whether an activity may contravene this section, please discuss with the Chair prior to undertaking the activity.

During visits to Zambia, you may not enter into any private sponsorship or support arrangements with any individual no matter how great their need. All donations to individuals connected to the Charity must be made through the official donation channels, and special applications for specific funding of individuals or set projects will be decided by the Charity on a case by case basis.

## **Specialized Skills Areas**

We ask Trustees to use their individual areas of expertise and experience to undertake responsibility in a specific area which is agreed in advance. This may occasionally require you to provide pro-bono assistance for the benefit of the charity. However, whilst the Charity is very grateful for this commitment, there is no obligation on behalf of the Charity to act on the advice delivered during any pro bono work, which should have a clear remit and reporting structure agreed in advance.

## **Code of Conduct**

As a Trustee of the Charity you agree to abide by the NCVO code of conduct for Trustees, meaning you agree to the following principles:

- An effective board will provide good governance and leadership by understanding their role/s;
- An effective board will provide good governance and leadership by ensuring delivery of organizational purpose working effectively both as individuals and as a team;
- An effective board will provide good governance and leadership by exercising effective control and behaving with integrity; and by being open and accountable.<sup>1</sup>

## **Termination or Suspension of Duty**

In the unlikely event that any of the conditions above are not met, this may result in a dismissal from your tenure as Trustee by the Chair. Should your tenure be called into question by the Chair you will be given every opportunity for full consultation. You will be notified in writing by the Chair, with at least one month's notice, if the Board wishes to terminate your tenure.

Should you be unable to act as a Trustee within the calendar year of your tenure, please inform the Chair. It may be possible to suspend your tenure until you are able to fully commit again, or if the interests of the Charity do not permit this, it may be deemed necessary to terminate your tenure.