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**Cranfield Trust**

**Treasurer**

**Candidate Briefing Pack**

**Closing date for applications: 20 August 2018.**

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# Welcome from the Cranfield Trust

**Dear Candidate**

Cranfield Trust provides a pro bono management consulting service and HR advice to charities to help them and the sector to run more effectively and efficiently. We currently support over 1,700 charities, with a relatively small, often part-time staff, which is both challenging and rewarding.

Our Board of Trustees sets our strategy, monitors its implementation and is responsible for the financial viability and scrutiny of the Trust. The Board also agrees the business plan and performance targets on an annual basis and is responsible for approving each year’s budget, monitoring performance, management of risk and compliance with regulatory and statutory requirements. Details of all our trustees are on our website <http://www.cranfieldtrust.org/our-trustees>

The role of the Treasurer is key in ensuring that there is strong financial oversight at board level, and effective financial management at staff level. Our outgoing Treasurer has served three terms of office, which is driving our recruitment.

The Trust has recently embarked on an ambitious strategy for growth, to address the increasing need for the type of management support we give through our professional volunteers. This will involve increasing our awareness and reach, higher engagement with our volunteers, and securing additional funding to grow our organisation. We will be looking to the Board member who takes on the Treasurer role to provide strong support in helping the Trust to achieve its ambitions and oversee the finances and financial management of the organisation as it undergoes this transformation.

For a more detailed description of the characteristics of the role please review the recruitment pack and if you have the skills and experience for this post, as well as sharing our drive to support charities, please do contact us with your details.

I look forward to hearing from you.

Kind Regards

**Andrew Barstow, Chair**

# About the Cranfield Trust

Cranfield Trust is the UK’s leading pro bono management consultancy for the voluntary sector. An independent charity, we have a 29 year track record of successful support to UK-based non profits – 2019 will be our 30th anniversary year. With the generous support of over 1,000 highly skilled commercial sector volunteers, our funders and donors and through partnerships with companies such as RBS Mentor, we provide high value, independent support to local and national charities across the UK and beyond.

We offer a range of business services to help build successful charities, including strategic and operational management consultancy, tailored HR advice and guidance, masterclasses and online resources on topical areas in high demand in our consultancy programme. We support around 1,700 charities and other not-for-profit organisations each year.

We are experiencing a growing need and demand for our services in the current environment and are working to achieve an ambitious growth plan. This includes building upon our current as well as developing new services to meet the needs of small to medium sized charities. We have a mix of new and longstanding trustees and now seek a Treasurer who will support the Trust to achieve its ambitions.

**History**

The Trust was founded at the suggestion of HRH The Princess Royal on a visit to Cranfield University in 1988. At her challenge, staff, students and alumni of Cranfield University formed the Trust in 1989 to harness the skills developed at Cranfield to benefit the voluntary sector. The Princess is our Patron, and we now have volunteers from a number of business schools and professional bodies.

**Strategic Vision**

Our vision is that the Trust becomes the ‘management centre’ for the voluntary sector, the ‘go to’ organisation for voluntary sector management. To do this we will:

* Raise awareness of our services so that charities around the country know the Trust and are confident in the support we offer
* Build our staff team to support a larger, wider range of activities, and strengthen our Trustee board
* Generate a higher level of income to enable a larger operation

We are just reviewing our strategy and forward plans, but our current plan to 2020 sets out our ambitions to:

* continue to build our consultancy work around the country
* broaden our range of services to charities, to provide a ‘menu’ of support and widen our geographical reach
* develop new income streams and
* invest in our staff team to enable growth.

**Operating Environment**

The UK has become increasingly reliant on charities in times of government austerity and more and more services that were once provided by government are being pushed to charities. Recent research shows that:

* 66% of charities have no time to develop management skills
* Nearly half of small charities need help with human resources, one third need management help

The climate for small to medium size charities is demanding, in that cuts in public services mean that they are experiencing increasing demand for their services from people in need. Many relatively small charities rely heavily on contracts with local authorities to deliver services and as a consequence their income is exposed to public funding cuts. These changes have contributed to an increasingly competitive picture in all types of fundraising. A number of our clients are working to generate income through social enterprises, but these can be difficult to establish and operate alongside charitable work, while staff whose skills are primarily service oriented do not always find it easy to develop commercial activities.

Development of management skills is critical to help adapt to new operating models, secure services to people in need, and manage complex relationships with government, funders and beneficiaries.

Over the past few years many more organisations have sprung up bringing together skilled business people with charities, helping to develop their management capabilities, and providing engaging volunteering opportunities to companies and individuals.

A list of the most active organisations providing skills support to charities, which the Trust often works alongside, is on <http://goprobono.org.uk/>. The voluntary sector is also a strong market for paid support, and there are many individual and corporate offerings of management support to non profits.

**Organisation**

The 1,000 volunteer consultants and advisers in our UK network are supported by a part-time head office team of 10, and 11 regional Project Managers. Capable consultants themselves, Project Managers’ commercial experience and voluntary sector knowledge complement the business expertise of our volunteers. Our HR advice is managed and moderated by staff with employment law experience; questions are answered pro bono by RBS Mentor. The Trust is led by longstanding Chief Executive Amanda Tincknell, CBE.

We recruit volunteers through eight partner business schools, working with their alumni departments to promote our volunteering. We also recruit through our growing volunteer network and carry out targeted recruitment using LinkedIn where needed.

**Services**

**1: Consultancy support**

Our consultancy support is individually tailored to each client charity. We help charities to plan ahead, also to prepare for contract tendering, or to develop trading activities generating income to help secure services to people in need. We also help charities to rationalise their services, to ensure that resources are best used in tough operating environments. Through working with the Trust, charity Chief Executives become more confident leaders and managers, and gain the skills they need to provide their vital services effectively. Our consultancy engagements are scoped and overseen by Trust Project Managers and delivered by volunteers. On average, volunteers give eight days of time to their projects, often over a few months.

**2: HRNet: Information and Individual Advice**

HRNet offers charities online Human Resources advice and access to information on HR developments. Many small to medium-sized charities do not have an HR professional within their team, but they may need to manage complex employment situations while complying with employment legislation. HRNet offers specific advice as well as a fortnightly e-briefing on employment issues to charities and social enterprises.

Questions are answered by RBS Mentor, a commercial provider of employment advice, which gives pro bono support to HRNet.

**3: Learning and Development**

We offer masterclasses and learning events, based on management topics in strong demand in our consultancy activity. We provide at least one masterclass in each of our regions every year.

More information on our services is available on our website [www.cranfieldtrust.org](http://www.cranfieldtrust.org)

**Funding and Financial Position**

The Trust’s income is almost all from Trusts and Foundations in the form of grants, we are working to diversify our income streams and create a sustainable future for the Trust. Our financial year is from 1 October to 30 September.

Our most recent published accounts are on the Charity Commission site at <http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithPartB.aspx?RegisteredCharityNumber=800072&SubsidiaryNumber=0>

**Cranfield Trust Treasurer – Candidate requirement**

# Role description

The ideal candidate will demonstrate an evident interest in, and enthusiasm for, supporting charities with their challenges. S/he will bring experience of serving on boards and bring the gravitas and financial background that will benefit the work of the charity. S/he will be able to command the respect and engagement of the current board and support good charitable governance. S/he will be at ease in working with staff in a non-executive role and will be able to form a strong relationship with the Head of Finance, Admin and Control and the Finance Manager of the Cranfield Trust.

The position is unremunerated, but with expenses available.

**The Profile needed in the new Treasurer**

We are seeking someone with:

* Experience as a Director, NED and/or Trustee, ideally in a Finance/charity Treasurer role
* Strong financial and compliance experience
* Management skills in judging people and procedures
* Governance experience to operate effectively in a non-executive role
* Experience in small organisations, and ideally, of fundraising organisations
* Some awareness of the third sector (the new regulations and governance requirements, the pace, processes, and tight funding)

Time Requirement

The Board meets at least four times a year (4-7pm in Central London, although we do have as an objective to have one meeting per annum at the operational Head Office in Romsey, Hampshire).

It is important that the Treasurer is able to visit the organisation’s office as needed and to meet with the Chief Executive and Head of Finance, Admin and Control on a regular basis, to discuss the financial management and position of the Trust.

There will be other contact with the finance team, usually electronic or by telephone, and with individual trustees, and occasional events with funders, or volunteers.

Role Summary

* Oversee the financial affairs of the Cranfield Trust and ensure they are legal, constitutional and within accepted accounting practice
* Ensure proper records are kept and that effective financial procedures are in place
* Monitor and report on the financial health of the organisation
* Oversee the production of necessary financial reports/returns, accounts and audits

**In more detail, the responsibilities of the Treasurer relate to the Board; to overseeing the finance and compliance functions of the Trust; and to the wider community. In relation to the Board, the Treasurer is responsible for:**

* Making fellow trustees aware of the financial position of the Trust and interpreting financial data to them
* At trustees’ meetings, reporting to the board on the balance sheet, cashflow, budget and fundraising performance of the Trust
* Supporting the development of the Trust’s financial strategy to underpin our growth ambition
* Advising on the financial viability of plans, proposals and feasibility studies
* Overseeing the production of an annual budget and proposing it to the board
* Appointing auditors and board level liaison with them as required, in particular the Auditors’ management letter and the related board representations
* Leading in the development and implementation of financial reserves, cost-management and investment policies
* Overseeing the Trust’s financial risk management process

**In relation to the staff finance team:**

* Liaising with appropriate members of staff on finance and compliance matters
* Ensuring proper records are kept and that effective financial controls and procedures are in place
* Ensure that the Trust operates to comply with conditions set by funders and with statutory requirements
* Acting as a counter signatory on charity cheques and bank payments, and important applications to funders
* Maintaining oversight of any risk to reputation and/or financial standing of the organisation

**In relation to the wider community:**

* Leading the board’s duty to ensure that proper accounting records are kept, financial resources are properly controlled, invested and economically spent, in line with good governance, legal and regulatory requirements

# Person Specification

**Qualities of a Trustee/Treasurer**

**Essential**

* Understanding and accepting the legal duties, responsibilities and liabilities of Trusteeship and adhering to the Governance Code, and to Nolan’s seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
* Commitment to the charity’s objects, and willingness to devote time to carry out responsibilities
* Strategic and forward-looking vision in relation to the charity’s objects and aims
* Good, independent judgement, political impartiality and the ability to think creatively in the context of the organisation and external environment
* Good communication and interpersonal skills and the ability to respect the confidences of colleagues
* Balancing tact and diplomacy with willingness to challenge and constructively criticise

**Desirable**

* Prior experience of finance committee/trustee work, with experience of charity finance and fundraising
* A knowledge of small enterprises, ideally in the voluntary sector
* Professional skills and background to support the Trust’s reputation with excellent financial management and compliance

# Recruitment timetable

**The closing date for applications is 20 August 2018**

**Applicants should also note the following dates:**

* Cranfield Trust Chair and retiring Treasurer to review all applications 27 August 2018
* Preliminary interviews weeks commencing 3 September and 10 September, informal meeting with the CEO and Head of Finance, Admin and Control if desired
* Final interviews with Cranfield Trust Nominations Committee: week of 17 September

*Please advise at time of application on dates that are not convenient so that every effort to accommodate can be made.*

# How to apply

To apply for this post, please provide the following:

* + - * a supporting statement, explaining how you believe your skills and experience match the requirements of the role, directly addressing the person specification;
			* a comprehensive CV including details of your achievements in each role, and including details of two referees, one of whom should be your current or most recent employer. Referees will not, of course, be contacted without your prior consent.

Please send these documents to recruitment@cranfieldtrust.org

Just to be clear, like most trustee roles, this is an unpaid voluntary post. For an informal conversation about this opportunity please contact the Cranfield Trust office 01794 830338, we will arrange contact with our Chair, Andrew Barstow, or Treasurer, Crispin Drummond.